

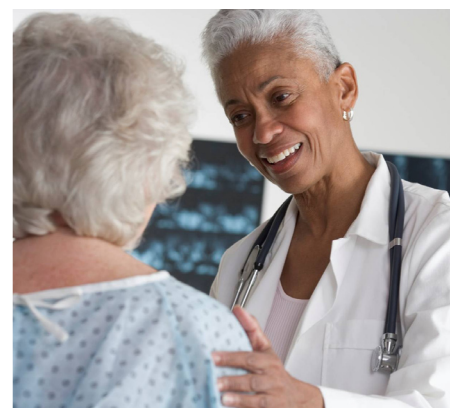
# District of Columbia Strategic Workforce Investment Plan



## Stand-Alone Modification For Title 1

*Of the Workforce  
Investment Act of 1998 and Wagner-Peyser Act*

**For the period of  
July 1, 2009 - June 30, 2010**



Adrian M. Fenty, *Mayor*  
Joseph P. Walsh, *Director*  
Bill Dean, *Chairperson, Workforce Investment Council*

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## **SECTION I. CONTEXT, VISION, AND STRATEGY**

### **DISTRICT OF COLUMBIA VISION AND PRIORITIES**

#### **Question I.C. What is the Governor’s vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4).)**

Education is at the core of Mayor Adrian Fenty’s strategic plan for moving the District of Columbia forward. Since taking office in January 2007, Mayor Fenty has established education reform as a top priority and a critical component of realizing the vision of the District as a “city of opportunity.” The emphasis is on transition — from learning to sustainable employment. The goal is a reinvigorated economy and marketable workforce delivered through a continuum of learning, market growth, and government support. The framework for this reform began with an incisive look at the District’s education, economic development, and workforce investment systems, and an understanding that these systems must work together more cohesively and effectively to provide the greatest benefit to residents and businesses.

To accomplish its goals, the District is directing funding from the American Recovery and Reinvestment Act of 2009 (ARRA), along with local resources, toward providing training that bridges the gap between the job skills of the District’s workforce and the skills requirements of occupations in the Washington, D.C. metropolitan area labor market.

Signed by President Barack Obama on February 17, 2009, the ARRA stimulus package is intended to jumpstart the nation’s recovery from economic recession by helping to preserve and create jobs and prepare residents for opportunities. The District’s share of workforce development funding totals approximately \$10.7 million – an infusion that presents an extraordinary opportunity to make lasting investments in our city by helping residents acquire marketable skills that enable them to enter or return to viable careers.

ARRA provides funds to the District for a variety of activities, including:

- Road and bridge construction
- Public transportation improvements
- Energy efficiency and environmental projects
- Health care and health research
- Education
- Public safety

To help lessen the immediate impact of the nation’s economic problems on District residents, the ARRA gives us a unique opportunity to make major investments in our local infrastructure. This will allow the District to create a more environmentally sustainable, healthy, and vibrant city for residents and improve the District’s ability to attract tourists and business travelers.

“We are 100 percent committed to taking advantage of every funding opportunity available to the District,” said the Mayor on the city’s ARRA web site: [Recovery.DC.gov](http://Recovery.DC.gov). “My administration will ensure that taxpayer money is invested wisely and residents and businesses know where the money is going and how it will impact their city.”

DOES and the District Workforce Investment Council (DCWIC) are poised to act strategically and boldly to accomplish both the spirit and letter of the law. Service improvements and integration efforts are moving for-

ward under new leadership and renewed call for excellence in operations and service. In 2008 and 2009, both entities welcomed new leadership. Joseph P. Walsh, a former director of Policy and Planning for the Massachusetts Executive Office of Labor and Workforce Development, was named DOES director in December 2008 and confirmed by the city council in February 2009. The new DCWIC chairperson is Bill Dean, CEO of MC Dean, one of the nation's premier engineering and integration providers for electronic and telecommunication systems. Mr. Dean had previously served two years on the DCWIC and is also an active member of the city's Apprenticeship Council.

These leaders are pushing the District's workforce system to discover innovative avenues to emerging markets, including green careers and information systems (broadband) technology, while building upon and expanding access to traditional workforce development vehicles, such as health care and education. The pledge is to implement ARRA initiatives expeditiously and effectively, with full accountability and transparency in the management and expenditure of funds.

Adult education, job training, postsecondary education, registered apprenticeship, career counseling, vocational certification, and supportive services are to be fully aligned with community economic development strategies. Under this stratagem, the needs of workers and employers are equally important. Stimulus funds will help the District establish new pipelines to a well-prepared and relevant workforce, which is essential to the vitality of local businesses and reinforcing the city's overall economic strength.

Many residents face persistent challenges in gaining employment in the District and are especially impacted by the recession. A key mandate of the ARRA is to serve low-income, displaced, under-skilled adults, and disconnected youth. The District's One-Stop system is charged with helping these populations find family-sustaining jobs; move from low-income instability to middle class prosperity; prepare workers for 21st century opportunities; encourage and support the health and growth of community businesses and industries; enhance education pathways for disadvantaged and disconnected youth; and improve labor market prospects and long-term career success.

The District is placing emphasis on preparing workers to enter green economy jobs. Under the ARRA, all occupations in targeted industries are in consideration regardless whether or not they are in demand. The expansion of a green economy implies new and emerging occupations not currently in high demand.

"The Department of Employment Services is committed to preparing our workforce to take its place in a strong green economy," said DOES Director Joseph P. Walsh on the city's green jobs Web site: [does.dev.dc.gov](http://does.dev.dc.gov). "We continue to focus our efforts on providing career and technical education programs, and are working to develop clear and attainable career ladders for Green Collar Jobs identified in our city."

Health care has historically been an industry that offers a wealth of job availabilities in the Washington area. The industry faces increasing employment challenges as the aging resident population demands more services and the incumbent health care workforce nears retirement. While even health care has experienced a decline in job openings in recent years, the number of new vacancies is expected to increase in coming years. In fact, analysts predict workforce shortages are likely to recur in a variety of occupations including but not limited to nurses, nursing aides and orderlies, technicians, and others.

Some other formerly "hot" employment fields in the Washington area have cooled in the past two years, most notably the construction/development and retail industries. Slowdowns in these industries have halted the creation of new jobs and resulted in reductions in existing jobs. Thus, the District's overarching objective is to develop a workforce that is both responsive and flexible enough to manage the complex changes and pressures



facing the District. In a recessionary environment, continued progress will require a wide range of interconnections between the public and private sector. The workforce investment system plays an important role in bringing these stakeholders together, with the unifying goal of building a skilled labor pool that meets the changing demands of the job market.

The key to successfully executing planned efforts will be cooperation between the District government and its partners in the commercial, community, education, and training provider spheres. Thus, the District's plan envisions active involvement among businesses, nonprofit organizations, community groups, educational and training facilities in programs to build an effective talent development process that connects workers and trainees directly to jobs and supportive services.

We are targeting our investments – starting now and continuing into Fiscal Year 2011 – on adult worker training. The investments will take a number of forms. The initial ARRA investments will be linked directly to the new jobs that are being created by the stimulus. For example, among the investments DOES will make in the first round of new adult job training will be to help people become trained for and placed in jobs in green jobs and weatherization, which is a priority in President Obama's job creation strategy. Second, we will invest in Sector Strategy training and employment, with a focus on emerging and high-growth industries in the Washington area, such as health care and information technology.

In every case, we will make investments in those areas where there are demonstrated career ladders, so that District residents are able to work their way up from entry-level positions to higher paying, career track jobs as the economy recovers.

In addition to job matching and training, the District will seek to help unemployed and underemployed residents build their job readiness skills and enable them to compete for jobs in the 21st century economy. Worker readiness courses will include GED completion, adult basic education, customer service, and life skills.

When it comes to youth, the District is placing emphasis on reconnecting “disconnected” young people with opportunities to earn and learn, and providing more year-round opportunities. DOES will use the majority of federal stimulus youth funds – more than \$3.9 million – to begin helping disconnected youth gain work experience this summer. But more importantly, they will have access to more year-round employment and education assistance. We are especially pleased that the ARRA has opened these opportunities to youth up to age 24 who face serious barriers to employment.

Mayor Fenty has also recognized that effecting change is a community responsibility. In line with this concept, the District's workforce investment system is collaborating with public and private partners to institute innovative, community-based career development programs under WIA and Wagner Peyser, and is expanding these efforts for adults and youth with ARRA funding.

With ARRA investments, the District will also be able to build better connections between the city's workforce development system and education, including adult education, higher education, and alternative and technical training. These institutions can form a critical network of educational and career development systems to meet the area's demand for training, lifelong learning, and addressing quality of life disparities.

To derive the best opportunities for job seekers, the District continues to cultivate a “business-first” connection with employers through the DOES Business Services Group (BSG) and “First Source” programs. These teams provide oversight activities and a host of employer services, such as assisting with recruitment events for large and small employers, extending relationships with industry groups such as the Chamber of Com-

merce, and delivering up-to-the-minute labor market information. Under the stimulus program, the Department's business services/employer services will establish a direct connection between participants in ARRA-funded training programs and employers. This will provide a government workforce development/recruitment liaison for major development projects in the city.

The other critical component of the District's ARRA workforce investment plan centers on the "green" economy. Substantial investments will be directed to enrolling residents in training for existing and emerging fields, particularly in "green" industries. The District was one of the first in the nation to establish a significant green building and green collar jobs policy, including a major analysis and identification of green occupations.

Elevating the skills and abilities of the workforce is key to economic growth, and particularly important to the District's knowledge-based, high value-added economy. For instance, half of the District's 30 top environmental occupations require a 4-year degree, while the majority of entry-level and mid-level "green" positions are related to building trades<sup>1</sup>.

The second field of opportunity in the area is health care. Most of the top health care positions require at least an associate's degrees, with "registered nurse" offering the greatest number of openings. However, when viewing projections for the District's four targeted industries cumulatively (health care, information technology, education, and green jobs), there is clearly opportunity for the lower-skilled worker to learn and obtain family-sustaining employment in a variety of work environments.

It is the Mayor's stated goal that any District resident who wants and needs a job, or needs help in advancing out of low-wage employment, will be able to readily access emerging opportunities and those currently available. Working together, city stakeholders will invest federal stimulus resources wisely to ensure that residents receive the training and assistance necessary to get jobs that help contribute to economic recovery and growth.

## **GUIDING STRATEGIES**

The District's workforce development strategy for Program Years 2009 through 2011 is to concentrate on initiatives that are central both to the city's economic stability and the personal prosperity of families. The refocus centers on the following goals:

- **Integrate the workforce development system with the District's educational system to facilitate the transition from learning to sustainable employment.**
- **Gear workforce development programs toward new and emerging industries and occupations, in particular "green jobs," as well as such existing higher-demand areas as healthcare, education, and information technology.**
- **Increase services to underserved populations such as displaced workers, the long-term unemployed, under-skilled adults, ex-offenders, and others.**
- **Connect more youth to the world of work.**

<sup>1</sup> Department of Employment Services, Office of Labor Market Research and Information, May 2009

## **WORKFORCE INVESTMENT SYSTEM PRIORITIES**

**Question II. Identify the Mayor's key workforce investment system priorities for the state's workforce investment system and how each will lead to actualizing the Mayor's vision for workforce and economic development. (§§111(d) and 112(a).)**

The chief objective of the District's workforce investment system is to connect job seekers with opportunities in growth industries. The D.C. Workforce Investment Council (DCWIC), which serves as the state and local board, and DOES will continue to work cooperatively to develop workforce policies, appropriate memoranda of understanding, and joint workforce activities. There are no existing state-level barriers to prohibit coordination between the DCWIC and DOES.

Today, the District remains committed to the two-fold goal of eliminating barriers to inclusion and delivering a skilled workforce that supports the District's economic health and competitiveness. Our strategy is to align workers and training participants with opportunities in the Washington area's higher demand arenas: green/weatherization jobs, health care, hospitality, broadband, and information systems. The two-year workforce investment plan will follow the Guiding Principles using standard local and federal funding formulas and incorporating ARRA investments:

- **Green Pathway DC:** A new program to provide training for jobs in "green" fields such as weatherization, sustainable building construction, and smart meter installation, in conjunction with Goodwill of Greater Washington and the Green Builders Council of D.C. The program will give hundreds of District residents training in green occupations, forging a path for unemployed and disadvantaged citizens to access opportunities to be placed in higher-paying jobs while building a local workforce more capable of building energy efficient and environmentally sustainable buildings.

With initial funding from DOES, the program will host 240 students in a ten-week course in the basics of green construction and sustainable building theory, including two weeks of specialized training in "Green Advantage" certification, weatherization, or smart meter installation. All students will also receive Goodwill's course in general employability, or "soft" skills. (see page 9 for a detailed description of the program.)

- **Adult Training Programs:** DOES will offer training for several "demand" occupations through Individual Training Accounts (ITAs). Areas of focus are health care, education, green jobs, energy efficiency, and environmental services. Priority consideration for enrollment will be given to low-income individuals, public assistance recipients, and the long-term unemployed. Special attention also will be paid to assessing participants' need for supportive and "wrap-around" services. The benefit to the District's economy of providing business-relevant training to dislocated and hard-to-employ residents will be two-fold: it will produce workers with marketable skills, as well as the ability to be self-sufficient and earn family-sustaining wages.
- **Reconnect Disconnected Youth:** The District will expand its investment in the summer youth employment program and support disconnected youth year-round. The program will provide job readiness, life skills, GED preparation, and work experience. We also will implement a pilot training program in urban agriculture and green roofing targeted at disconnected and incarcerated youth, in partnership with the District's Youth Rehabilitative Program and the Oak Hill Rehabilitation Center. Providing these avenues for hope, pride, renewal, and accomplishment among once-troubled young people is an important rung on the ladder of building careers



- **“Jobs Now” Training at District High Schools:** In accordance with legislation adopted by the Council of the District, and in conjunction with the Deputy Mayor for Education, DOES will support an evening and weekend job training program for District adults at Cardozo and Phelps high schools, and Hospitality High at Roosevelt High.
- **Emergency Reemployment Response Team:** A multi-divisional Emergency Reemployment Response Team is being created to help unemployment insurance (UI) recipients return to work as quickly as possible.
- **Pre-Apprenticeship Construction Training (PACT):** DOES will establish a PACT program with the University of the District and the Home Builders Institute. The PACT will combine academic remediation and life skills training, with hands-on training in carpentry, electrical, plumbing, and other construction trades.
- **Automotive Technician Apprenticeship:** The DOES Office of Apprenticeship will continue its partnership with the D.C. Department of Public Works to train and certify Automotive Technicians at Montgomery College.
- **“Talent Connect” Program:** The DOES Business Services Group (BSG) will establish a direct connection between employers and customers trained with ARRA funds to promote a seamless transition from training to employment through partnerships with local and regional business and trade associations, labor unions, and other organizations.
- **“Center City Action Agenda”:** BSG will increase DOES’ capacity to meet employer hiring needs created by multi-million dollar redevelopment projects in areas surrounding traditional downtown D.C.
- **Priority of Service for Veterans’ Employment:** Under ARRA, the District will reinforce and expand its commitment to giving “priority of service” to veterans. DOES will intensify activities devoted to encouraging local businesses and organizations to hire veterans and increasing opportunities for veterans to take part in training. A key element of the program will be to offer meaningful stipends for veterans with families who enroll in training programs geared towards transitioning out of the Armed Forces.
- **DCNetworks Upgrades:** Stimulus funding will permit the agency to make a number of useful modifications to the DCNetworks system that will increase job listings and customer traffic, in addition to adjustments required under the Recovery Act, such as changes in eligibility, a Stimulus Funds tracking mechanism, and a green jobs component.

## **YOUTH IN NEED**

**Question I.E. What is the Governor’s vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm-worker youth, youth with disabilities, and other youth at risk? (§112(b)(18)(A.).**

Educating and empowering District youth are the District's highest priorities. The DOES Office of Youth Programs' is a key component of the Mayor's campaign to give District youth universal access to resources that will help them progress towards fulfilling and rewarding lives. The best predictor to having a job as an adult is having a work experience as a teen.

The ARRA legislation aptly recognized that certain populations, particularly youth, are heavily impacted by recession and doubly challenged in gaining or regaining employment. Today, we see the lowest teen participation rate in the labor market since World War II. In the District, teen unemployment was nearly 30% - double the national average. The District's approach to addressing these conditions is a multi-faceted.

We are developing quality programs and expanding services to those in school and those youth who are "disconnected." The District will utilize \$3 million in investments from ARRA youth grants to support a year-round Reconnecting Disconnected Youth (RDY) program. The new program is to provide job readiness, life skills, GED and work experience.

After more than 20 years of providing comprehensive summer youth employment, the District is ahead of the stimulus curve and the states starting summer job programs from scratch under ARRA. The District continues its landmark program and continually seeks to improve both operations and scope. In 2009, more than 20,000 youth registered for summer jobs through the District's program. In the subsidized component of this five-week session, young people were placed with a variety of government agencies and community and faith-based organizations, working 20 to 30 hours weekly, depending on their age. In the unsubsidized component, youth competed for positions and worked between 20 to 40 hours weekly.

## **OVERARCHING STATE STRATEGIES**

**Question V.B. What strategies are in place to address the national strategic direction discussed in [Section 4] of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market? (§112(b)(4)(D) and 112(a).)**

In the tough economic times facing the nation, employment services play a more critical role than ever before. Our state and national workforce development systems must provide the basic services that the people depend on – such as unemployment insurance, workers compensation, and job referrals. Our focus is on the responsibility we have to our next generation and ensuring that they are given the opportunities they need now to succeed as adults.

These challenges come at a time of national economic difficulty. Thousands of people in the District are struggling to make ends meet after losing jobs, and thousands more are fearful they could be next. There is hard work that needs to be done to improve the lives of working people and their families. To this end, the District's workforce investment partners are working to develop the programs and strategies that will create a pathway leading to job readiness and a new job or educational opportunity for our residents.

Our work will be accomplished under the Mayor's Guiding Principles, and executed collaboratively using a combination of ARRA funding, standard WIA and Wagner-Peyser formula funding, and local resources throughout Program Years 2009 through 2011, as detailed below:

## **Green Jobs Initiative**

The Green Collar Jobs Initiative is a cooperative effort among the District government, for-profit entities, non-profit organizations, and academic institutions to help prepare District residents and businesses to take advantage of the growing green sector of the economy. Under the leadership of Mayor Fenty, DOES, the DDOT, the Department of Small and Local Business Development, and the Office of Planning are heading the effort, working with partner organizations to help residents and local businesses fill the increasing demand for more environmentally sustainable construction and development.

With the passage of the Green Building Act of 2006 and other public policy initiatives, there will be a substantial increase in the need for a green labor pool capable of filling the demand. For example, the District has 20 LEED-certified buildings and more than 150 additional buildings that are LEED-registered (in the pipeline for LEED certification) – more than any other city in North America. The restoration of the Anacostia River and its tributaries, upgrades to the water and sewer system, and the modernization of our public school facilities are but a few of the major efforts to create a more sustainable city. Together, these and other projects will create a large demand for construction, building trades, environmental remediation, and operations workers.

Green collar jobs are employment opportunities in emerging environmental industries as well as conventional businesses and trades, created by a shift to more sustainable practices, materials, and performance. Specifically, a green collar job is one that results in the restoration of the environment, the conservation of natural resources, and the mitigation of pollution. Examples of green collar jobs include installing green roofs, dismantling and recycling computers, and auditing the energy use of an office building. A green collar job can cover everything from green building construction to lead paint abatement, to brownfields cleanup, to river restoration, to energy efficiency retrofits of buildings.

A goal of the green jobs effort is to link existing small and local businesses with this growing market, meeting the demand for these services through the District's Certified Business Enterprises and First Source contracting. Additionally, there is an opportunity to provide career ladders for individuals, transforming traditionally low-skilled workers into more highly-skilled employees on a specific career path.

Another important component of this initiative is to connect youth to environmental employment opportunities. Working through public-private partnerships, the Green Collar Jobs Initiative will improve access to quality workforce development training and job placement for District resident youth who face some of the greatest challenges to full, steady employment.

Finally, the District is setting an example for the entire region by greening its own buildings and offering apprenticeship opportunities through a program called DC Greenworks. The organization performs horticulture and green roof installation at city buildings and trains young people in these skills in the process.

As previously mentioned, the District is embarking on a new program entitled "Green Pathway DC." This collaboration between DOES, Goodwill Industries of Greater Washington, and the Green Builders' Council of D.C. will offer hundreds of District residents training in sustainable building, weatherization, and smart meter installation. The goals of the project are to place out-of-work and disadvantaged residents in higher paying jobs; create a local workforce capable of building energy efficient and environmentally sustainable buildings, homes, and communities; and provide a proven path to green industry employment in the District. With initial funding from DOES, Green Pathway DC is intended to provide a number of meaningful benefits, including the following:

- Students will participate in a 10-week course in the basic modes of green construction and sustainable building theory, including two weeks of a specialized training “elective” in the Green Advantage certification, weatherization, or smart meter installation areas. All students will receive Goodwill’s proven course in general employability, also known as “soft skills.”
- A proven job placement program to be developed by a new “Business Advisory and Placement Council (BAPC)”
- An outreach campaign to reach thousands of District residents alerting them to the availability of green job training;
- A substantial improvement to the region’s capacity to lower carbon emissions, reduce construction waste, build sustainable buildings and neighborhoods, retrofit homes, and infuse the labor force with new “green-trained” workers, and

Organizers of the Green Pathway DC program anticipate a high job placement rate – likely to be similar to the 75% rate of Goodwill’s existing construction program. Central to the placement effort will be the creation of the BAPC, to be comprised of members from the Green Building Council’s roster of firms in the fields of sustainable building, weatherization, and smart meter installation. BAPC members will also provide advice and counsel to Goodwill staff, serve as role models for program participants, educate the business community about Green Pathway DC’s mission and services and, perhaps most critically, establish and maintain a network of businesses for the employment of graduates.

**Green Jobs Training:** The District’s ARRA investment is being used to support the establishment of green industry training for adults. DOES will issue a solicitation (RFP) seeking qualified training providers to operate training programs in the District associated with the clean energy industry and other environmentally sustainable employment. The programs are to be built on partnerships that include a broad spectrum of stakeholders and a range of expertise that addresses the skill demands of the targeted occupation(s) in the clean energy sector and the needs of the targeted population. Participants may engage in a range of services and activities that address employers’ workforce needs and optimize opportunities for participant learning, career development, and economic advancement (placement and wage gains) within the green economy. Programs funded through these grants must be designed to provide the maximum assurance possible that individuals will improve their economic circumstances as a result of participation in the program. For underemployed individuals, the evidence of economic advancement will be increased earnings. For unemployed individuals, evidence of economic advancement will be placement in a job. All projects must have a clear and significant connection to the clean energy industry or other environmentally sustainable work.

Program activities may include:

- Outreach and recruitment, including specific activities designed to recruit unemployed participants
- Apprenticeship programs
- Formal on-the-job training
- Case management
- Career coaching, including the development and tracking of individual participant career plans
- Stipends for non-incumbent workers participating in internships where the employer is part of the screening process for choosing interns, and the outcome of an internship is the increased likelihood of employment with that employer
- Applicant assessment (testing, interviewing, eligibility screening)
- Integrated basic education (e.g., ABE, GED, ESOL, math, computers/technology, problem solving, critical thinking) and occupational skills training

- Post-secondary education and credentialing programs
- Tutoring
- Competency and skill gain assessment
- Stipends for non-incumbent workers during training
- Books, equipment, uniforms, and other resources required for training or employment that would not be provided by the employer to new employees or incumbent workers as a normal business practice
- Support services needed to support the success of the program, such as transportation and child care
- Evaluation
- Other relevant activities

Providers are encouraged to create or build on partnerships that include a broad spectrum of stakeholders and a range of expertise that addresses the skill demands of the targeted occupation(s) in the clean energy sector and the needs of the targeted population. Among the partners there must be a “Lead Applicant” for the proposal. Partnership best practices indicate that the most effective partnerships include at least two employers. If workers at a participating employer are covered by a collective bargaining agreement, the labor union representing those workers should be a member of the partnership. If post-secondary degrees or credentials are required for the targeted occupation(s), partnerships should include a post-secondary institution, such as a community college, an institution of higher education, or a vocational or technical school.

### **One-Stop Services**

Our One-Stop Career Center system is dedicated to serving all residents through a range training and job placement programs. Our goals are to ensure efficient and effective use of resources; to achieve the highest standards of quality; to instill an environment of internal and external excellence in customer service; to improve accountability; to provide vigorous community outreach, leadership, and support; and to ensure follow-up of service to customers. Many of the strategies for achieving success in challenging times are centered in leveraging resources through partnerships.

The One-Stop Career Center system is aided in its efforts to expand program offerings by the infusion of more than \$1.5 million in ARRA funding for WIA services. Primary emphasis for ARRA adult spending is on preparing District residents and connecting them to opportunities in the “green economy” and to other higher demand industries in the Washington area – health care, hospitality, and information technology.

- **Disability Program Navigators:** Dedicate two DPN’s to the District’s two full-service centers to provide one-on-one service to disabled customers.
- **“Jobs Now” Training at DC High Schools:** With nearly half of District residents classified as under-employed or unemployed, the District is continually seeking ways to make career training available to more residents. The “Jobs Now” program represents a major stride toward bridging the skills mismatch between residents and jobs paying family-sustaining and self-supporting wages. The program is the result of legislation adopted by the Council of the District. In conjunction with the Deputy Mayor for Education, DOES will support an evening and weekend job training program for District adults at Cardozo and Phelps high schools, and Hospitality High at Roosevelt High School. The program will provide job training and industry-accepted certificates to graduates of the programs in the following trades: construction (carpentry, HVAC, and electrical) at Cardozo and Phelps, and culinary arts and hospitality management at Hospitality High.

Participants will undergo intensive training and will work alongside industry professionals, enabling



them to gain the skills and experience necessary to obtain entry-level positions. DOES seeks to advance its mission of providing employment training and job opportunities to District residents by funding these programs.

- **Adult High-Demand Occupation Training:** Multiple providers will provide training to adults and dislocated workers in industry specific high-demand occupational areas. Solicitations were issued for contractors to provide training to District residents in several high-demand fields, for entry-level, mid-level, and supervisory level positions. Curricula are currently being developed for Allied Health Care, Computer Repair, and Administrative /Information Technology careers. Priority consideration for enrollment will be given to low-income individuals, public assistance recipients, and the long-term unemployed. Special attention will be paid to assessing training participants' need for supportive and "wrap-around" services, and ensuring access to DOES One-Stop and other appropriate resources.

The following is a list of in-demand health care jobs as identified by area hospitals:

- Administrative Assistant
- Cardiac Diagnostic Technician
- Chart Analyst
- Front Desk Registration
- Infant Hearing Screener
- Pharmacy Technicians
- Rehab Technician
- Dietitian Aide
- Environmental Service Worker (Housekeeping)
- Certified Nursing Assistant
- Critical Care Technician
- Medical Surgical Technicians
- Medical Assistant
- Medical Records Clerk
- Patient Access Representative (Admitting Office)
- Psychiatric Technician
- Surgical Assistant/or Technician
- Unit Secretary
- Unit Supply Clerk

As an integral part of a successful training program, job readiness and life skills components ensure that completers have not only the technical skills in a new field of endeavor but the personal preparedness for labor market engagement. "Soft skills" learning increases both the marketability and retention of employees/participants.

In addition, the Department's solicitation requires all providers to include job placement as a primary part of the program. Thus, the ideal contractor for this program would have effective connections to local and regional employers. The DOES Business Services Group will cooperate in this program by providing critical links to employer and job availabilities.

Other goals for the One-Stop system in Program Years 2009 through 2010 include:

- Collaborate with the DCWIC to realign our vendor selection process.
  - Begin a multi-layered assessment of the District's One-Stop Career Center system. The information/data obtained will be used to develop a plan delineating specific actions to be taken to effect both short and long-term operational improvements in the system.
  - Initiate activities to enhance District-wide coordination among agencies. In particular, align DOES programs, activities, and services with those of the Department of Human Services.
  - Benchmark against other state One-Stop systems and present findings.
  - Host Vendor Fair for training providers.
  - Develop and launch One-Stop marketing plan.
  - Design and implement new customer flow process.
  - Develop regional MOU's with One-Stop partners.

### **Apprenticeship and Pre-Apprenticeship**

**Pre-Apprenticeship:** The D.C. Office of Apprenticeship will coordinate pre-apprenticeship training for one-hundred (100) disadvantaged District of Columbia residents to meet apprenticeship eligibility requirements. The coordination will also involve the Apprenticeship Office entering into an agreement with the University of the District of Columbia and the Home Builders Institute as pre-apprenticeship providers. There is a need to meet the demand for skilled workers on the massive infrastructure bridge and highway work planned for the Washington, D.C. Metropolitan area. Therefore, the vendors for the training will develop curricula that combine academic instruction and hands-on training on actual construction projects, as well as literacy and employability skills.

The Apprenticeship Office staff will monitor the pre-apprenticeship training activities throughout the training period, including the transitioning and placement of completers in available apprenticeship programs. During the pre-apprenticeship training period, the Apprenticeship Office will arrange for various apprenticeship sponsors to visit the training site(s) to expose participants to the trade areas and learn about the available apprenticeship opportunities, including application procedures.

**Apprenticeship:** In Program Year 2008, the D.C. Office of Apprenticeship established the first apprenticeship program with the D.C. Department of Public Works (DPW). in the occupation of Automobile Technician Specialist. This apprenticeship program will allow entry level workers to learn all the skill areas needed to repair and service government vehicles. The program also allows DPW to maintain a highly skilled and seasoned workforce as older workers decide to retire. Since the start of the program, six District resident participants have been hired as Automobile Technician Specialist apprentices. These apprentices are receiving their on-the-job training at the agency fleet division. The Apprenticeship Office also assisted DPW in arranging for the apprentices to be enrolled at Montgomery College to receive the required academic instruction, earning college credit courses towards an Associate Degree. The courses will enable apprentices to obtain their Automotive Excellence Services (AES) certifications.

With ARRA funding support, the Office of Apprenticeship will enter into an agreement with the University of the District of Columbia (UDC) and the Home Builders Institute (HBI) to provide pre-apprenticeship training in the construction trades. Initially, the agreement will enable 100 disadvantaged District residents to receive the hands-on training and remedial educational instruction they will need to meet the eligibility requirements of registered apprenticeship programs. There is a demonstrated need for skilled workers on the massive infrastructure bridge and highway work planned for the Washington, D.C. Metropolitan Area.

## Employer Services

The DOES Office of Employer Services (OES) is an important component of the District's workforce development system. OES is modeled after the USDOL's own Business Relations Group, and shares its mission of "serving workers and employers by creating partnerships between the workforce system and business."

The USDOL and DOES have determined the business-first philosophy of employer services to be central to the continuation and creation of employment opportunities for District residents, as this approach ensures that employer needs are heard, understood and addressed. OES staff members perform critical outreach to engage new businesses in the city's workforce investment system, and then develop and maintain these relationships through the provision of key employer-centered services. Such services include: recruiting and hiring qualified workers; planning and conducting job fairs, seminars, and workshops; job candidate interviewing; accessing DOES services and assisting employers in the use of the DCNetworks System; providing information and service to dislocated workers at the time of mass layoffs and reorganizations, and generally coordinating an employer-focused response to local-federal initiatives and mandates.

The OES consists of the following divisions:

- BRAC
- Business Services Group
- First Source Employment Program
- Labor Exchange Unit
- Job Bank
- Rapid Response Unit
- Senior Community Service Employment Program
- Veteran's Services
- Work Opportunity Tax Credit

The ARRA provides an investment of \$1.4 million for enhancing employer services. The District is directing these resources to building better reciprocal connections between participants in ARRA-supported training programs and the employers with jobs to fill, as well as to expanding the city's reemployment program in a difficult economic climate where more workers are losing jobs to lay offs and business closures. The following initiatives will be implemented with ARRA investment support:

- **"Talent Connect" Program:** This project would expand the current OES Business Services Group (BSG) to provide a direct connection between employers and customers enrolled in the new High-Demand Training programs. Under the new "Talent Connect" program, BSG Account Executives would identify employers with high-demand occupational vacancies and establish structured partnerships with those entities to place qualified graduates of the new training programs.
- **Center City Action Agenda":** The District is in the midst of a multi-million redevelopment effort in areas surrounding traditional downtown D.C. Officials estimate the Center City project will generate 6,000 office-related jobs, 700 retail jobs, and 500 hospitality industry jobs annually. Stimulus funds would greatly increase the agency's capacity to establish multiple partnerships with employers to provide a range of worker recruitment and retention services, including hosting large- and small-scale job fairs, providing marketing materials, referrals to DOES and outside training, as well as allowances for on-the-job training, and long-term follow-up services.
- **Emergency Reemployment Team:** Creation of a multi-divisional Emergency Reemployment Response Team to help UI recipients return to work as quickly as possible.

Other OES goals for Program Years 2009 – 2010 are:

- Renew and continue Georgetown/DOES Customized Training Initiative
- In conjunction with Office of Public Affairs, implement a marketing campaign to increase awareness and use of DCNetworks (DCNetworks) among employers and jobseekers.
- Identify and invite 15 business representatives to be members of a new Business Advisory Group.
- Continue DCNetworks training sessions for employers.
- Plan and host additional “First Source Employer Forums.”
- Work more closely with the D.C. Chamber of Commerce, the Workforce Investment Council, and other economic entities in the District to develop complementary plans for assisting dislocated workers.
- Participate in regional planning for BRAC.
- Contribute to a reduction in the number of UI recipients as a result of Rapid Response activities.
- Conduct a retreat with internal partners (One-Stop Operations, UI, and OIT) to develop strategies for improving coordination and integration of activities.

### **Base Realignment and Closure**

Since 2005 the District has maintained a Base Realignment and Closure (BRAC) planning and readiness division, in accordance with the U.S. Department of Defense’s plan “to reorganize its installation infrastructure to more efficiently and effectively support its forces, increase operational readiness and facilitate new ways of doing business.”

In June 2007, the District was awarded a new \$1.0 million National Emergency Grant (NEG) as part of a \$10 million Department of Labor regional investment with the District of Columbia, Maryland, and Virginia. With six major military installations, the District’s workforce was expected to be heavily impacted by BRAC actions. The transfer of functions of the Walter Reed Army Medical Center (WRAMC) depends on the construction of new hospital facilities in Bethesda, Maryland, and Ft. Belvoir, Virginia. This construction activity is scheduled to be completed by September 2011. Initial estimates from the Air Force indicated that 189 civilian employees at Bolling Air Force Base would be impacted by BRAC before 2009. However, later analysis showed that 316 people would be leaving the base while an estimated 750 will be coming in, creating a net gain of 434 personnel by 2011.

BRAC implementation activities, scheduled to begin June 2009 at each installation include access to education and training opportunities and One-Stop Career Center services. Employees are identifying institutions of higher learning, training costs, dates of training and are beginning to enroll in institutions of their choice. The District will use remaining funding under the no-cost extension to continue to provide education and training opportunities for BRAC impacted employees and to continue to build on the regional initiatives established under the 2007 NEG and the Mid-Atlantic Regional Collaborative.

DOES, in partnership with the WRAMC Civilian Personnel Activity Center, opened a Transitional Career One-Stop Center in February 2007 at the WRAMC facility. In April 2009, WRAMC identified a new space to relocate and expand the Transitional One-Stop Center. Under the terms of a Memorandum of Understanding, WRAMC provides the space and DOES will equip the full-service center with computers, furnishings, supplies, and staff. The One-Stop Center is dedicated to support the transition of BRAC impacted employees from each of the installations affected in the District and is scheduled to reopen in June 2009.

To directly address the transition needs of the NCIS personnel, the District and NCIS have developed a Memorandum of Understanding to establish a Satellite One-Stop office in NCIS Headquarters, with access to a con-

ference room to conduct group workshops and training sessions. The satellite center will be supported by an integrated kiosk with a customized interface that includes easy and secure access to online services, job/career information, and relocation assistance. Additional goals for Program Years 2009 – 2010 are:

- Open a Satellite Transition Center at NCIS;
- Plan and co-sponsor career and education fairs for civilian and military spouses.
- Increase engagement in planning meetings with WRAMC, Bolling Air Force Base, Potomac Annex, and Naval District Washington; receive updates of BRAC actions, and provide information about DOES' timeline for implementing workforce development services to civilian personnel who will be dislocated.
- Conduct survey with WRAMC and NCIS BRAC impacted employees to determine interest in DOES workshop topics to include job search, resume preparation, and interviewing skills.
- Present information on NEG services to BRAC impacted employees of the Defense Security Service with MARC partners from Arlington and Alexandria.
- Coordinate education and training opportunities with regional workforce organizations and businesses to prepare BRAC impacted employees for thousands of anticipated job openings at receiving bases.
- Build a regional consortium of higher education institutions to ensure industry –focused curricula and specific training areas and provide employers with a pipeline of qualified workers with a set of core competencies defined and supported by educational institutions and industries.

### **Business Services Group**

To derive the best outcomes for job seekers and employers alike, the District continues to cultivate a “business-first” connection with employers through the Business Services Group (BSG). BSG account executives market the services of the department and the team works with the business community to determine the services and products required to meet workforce needs. The BSG is a part of the department's One-Stop delivery system and has been recognized as a “best practice” by USDOL.

The team's work begins with listening to employers and engaging them in the campaign to develop effective strategies for achieving positive workforce results for employers and job seekers. Services include recruitment assistance, pre-screening job applicants, planning and conducting job fairs, providing customized support, hosting informational forums, providing DCNetworks training and assistance, and creating and disseminating job announcements.

Throughout Program Years 2009 through 2010, the BSG will continue and expand its outreach efforts to high-growth employers in the health care and hospitality industries, with particular focus on linking job seekers to green jobs and customer service oriented employment opportunities. ARRA funds will be used to create literature to educate employers.

To implement this plan, a series of industry specific employer summits are planned, to be scheduled on a quarterly basis. The following are other initiatives to be pursued by the BSG:

- Initiate direct linkages between the BSG and training programs, filtering successful training participants to employment opportunities with employer partners.
- Develop customized curricula based on employer/industry needs and demands, as a result of employer summits/forums.



- Conduct outreach materials, including flyers, Web notices and other informational materials. Information would be distributed through One-Stops, other agency programs, community service providers, and other sources.

### **Job Bank**

The DOES Job Bank provides training and technical assistance to business customers. Employers receive help using the DCNetworks system to find potential employees, post job openings, research current economic and local job market data, and obtain information on business assistance and incentives. Services are targeted to high growth industry employers.

In 2009 the District developed a Mayor's Order that would require all District businesses, government agencies and their vendors who enter into ARRA-funded contracts or create jobs at ARRA-funded projects to post job openings on the District's "Job Bank" Web site at "dcnetworks.org"

### **Labor Exchange**

DOES' Labor Exchange unit pro-actively assists individuals in getting a new job and exiting the UI rolls. Once a jobseeker has entered the required information into DCNetworks, the system sends an email of jobs listings that match his/her qualifications. Follow-up notices are also sent automatically. Staff continues communications depending on response from individual. 70% of UI recipients were assisted with their job searches via Labor Exchange.

### **Rapid Response**

Rapid Response is a pro-active, business-focused, and flexible strategy designed to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers. The District of Columbia's Rapid Response team will work with employers and any employee representative(s) to quickly maximize public and private resources to minimize disruptions associated with job loss. Rapid Response can provide customized services on-site at an affected company, accommodate any work schedules, and assist companies and workers through the painful transitions associated with job loss.

Rapid Response is carried out by states and local workforce development agencies in partnership with local One-Stop Career Center. Many services, from are available through One-Stop Career Centers, from resume and interview workshops, career counseling, and job search to re-skilling, skills upgrading, and job training.

### **Senior Community Service Employment Program**

The Senior Community Employment Program (SCSEP) is a community service and work-based training program, funded by the U.S. Department of Labor, which provides meaningful, part-time, paid work experience/training to low-income District seniors ages 55 and older. The program's mission is to promote pathways to economic self-sufficiency for older individuals, enhance employment opportunities, and provide businesses with trained, qualified, and reliable workers. SCSEP participants are initially placed in subsidized employment with local government agencies and community-based organizations that serve as Host Agencies for senior workers.

The SCSEP is developing "Host Agency" agreements with identified local government organizations, private businesses, and not-for-profit organizations to expand community placements for our participants. We will con-

tinue to identify permanent subsidized employment opportunities for seniors in Host Agencies that promote the “greener” intent of the ARRA legislation. Host Agency agreements require participating organizations to provide on-the-job training to Senior Aides.

With a \$137,479 grant from ARRA, SCSEP will intensify activities on behalf of senior employment and quality of life standards. The ARRA-SCSEP project has already placed participants in subsidized employment positions that directly support public service activities that utilize ARRA funds. Further, SCSEP staff will contact other District government agencies, such as the D.C. Department of Human Services, to identify public service activities that utilize ARRA funds. We will then collaborate with those agencies to establish Host Agency relationships. Additional SCSEP goals in Program Years 2009 – 2010 are:

- Coordinating with job developers to conduct and monitor Individual Employment Plans leading to unsubsidized job opportunities and placements for participants; Updating the SCSEP Participant Handbook;
- Strengthening partnerships with all Title V Grantees, service providers, and other stakeholders to ensure a more efficient process of leveraging resources;
- Conducting mandated assignment rotations to reduce the number of participants on waiting list;
- Conducting frequent worksite visits to ensure that the work environment is safe and conditions are healthy;
- Increasing community outreach and promotional activities to make the business community aware of the value of hiring older workers, and
- Enhancing orientation process for new SCSEP participants.

### **Veterans’ Services**

Ensuring priority service to veterans is fundamental component of the District’s workforce development system. The Department’s Veterans’ Employment Services is centered in the principle that those who have protected the nation’s freedom and security deserve direct attention and assistance in finding employment, training, and supportive quality of life services. The District continues to go the extra measure by providing the nation’s only One-Stop Career Center exclusively for veterans. Planned initiatives for the program in Program Years 2009 through 2010 include:

- Conducting quarterly “Employer Forums” as part of overall outreach campaign targeted to encouraging specific veteran-minded employers in high-growth industries (health care, business services, hospitality and construction) to hire veterans.
- Provide a meaningful stipend for those veterans who enroll in training programs geared towards a successful transition out of the Armed Forces and have family responsibilities to meet while they are in training.
- Conduct a semi-annual intensive public information campaign to alert veterans to specific programs and services.
- Install a large, professionally designed sign in each One-Stop Career Center that announces priority of service to veterans.

### **Work Opportunity Tax Credit**

Provides a federal tax credit to employers who hire summer youth and individuals who qualify as members

of a target group. Helps move long-term welfare recipients move from welfare to work and gain on-the-job experience while offering a tax credit. The long-term family assistance credit is based on first year wages, and is \$4,000 for first year and \$5,000 for the second year, for a 2-year credit of \$9,000. WOTC staff manage tax credit applications, maintain records, and provide quarterly activity reports to USDOL.

DOES will apply a portion of its ARRA Wagner-Peyser funding to automate WOTC application, record-keeping and reporting functions. This long-awaited upgrade will benefit both employer and the District by replacing laborious manual operations with time-saving and cost-effective computerized processes.

### **Unemployment Insurance**

The District will utilize \$27.6 million in funding allocated from ARRA for benefit extensions and increases in weekly benefit amounts and an additional \$1.9 million for Unemployment Insurance (UI) program administration.

The Unemployment Compensation Program, a critical element of the District's financial safety net, provides temporary income support to workers who lose their jobs through no fault of their own. The program is funded primarily through payroll taxes on District employers. The District's Office of Unemployment Compensation provides temporary unemployment benefits under guidelines established by Federal law. Eligibility for unemployment insurance, benefit amounts, and the length of time benefits are available are determined by local law. Over the past five years, the Department has completed several upgrades of the Unemployment Compensation Program through automation. The ultimate goal is to develop a system that allows customers access to Unemployment Compensation services 24 hours-a-day, seven-days-a-week. Claimants are now able to file both their initial and bi-weekly claims over the Internet. In addition, an Interactive Voice Response (IVR) system allows claimants to file their bi-weekly claims over the telephone. Claimants are also able to check on the status of their claims and access income tax information through these systems. Another feature allows claimants to have their benefit checks deposited directly into their checking or savings accounts.

The Unemployment Compensation Benefits Division administers the payment and control components of the Unemployment Compensation Program. This division is also responsible for investigating alleged fraud and for the prevention, detection and collection of overpayments.

The UI Tax Division manages a comprehensive revenue program that includes the determination of employer liability, receives tax revenue, performs audits, and collects delinquent taxes, penalties, and interest.

The UI Division is reviewing the qualifications for various training programs to broaden such programs so that unemployment benefits will not be interrupted if a claimant enters into such a training program.

### **DCNetworks**

DCNetworks provides the electronic framework that links individual One-Stop Career Centers to an integrated structure. The system is designed to provide a web-based tracking, reporting, and case management system for use by staff as well as customers. Implemented on March 1, 2001, DCNetworks has been continually expanded, enhanced, and improved based on feedback from users and available technological upgrades.

The system allows individuals seeking job search and training assistance to self-register; prepare resumes, and list skills online which can be printed, downloaded, or e-mailed to employers; search for vocational training by provider or by program; obtain labor market information; research individual employers; and much more. Employers are able to post job vacancies, search for candidates, review resumes and skills online, and schedule job

interviews without staff intervention or assistance.

A number of critical upgrades were made related to identify and track green job activity and to implement critical ARRA changes, including:

- Advanced reporting functions.
- Expanded job search “spidering” function. Add jobs from web sites of smaller companies with 250, 100 or 50 employees.
- New self-service career assessment and profiling tool.
- Expands system to include Trade Adjustment Assistance Act customers, with capability to produce required federal reports.
- “Advanced Fund Tracking” module.
- Allows for expansion of eligibility to age 24.

### **Transitional Employment Program**

Since 2005, the Department of Employment Services (DOES) has operated a comprehensive employment program designed to assist chronically unemployed, hard-to-serve, adult District residents living in areas of high unemployment, poverty, and crime. The Transitional Employment Program (TEP) is a multi-faceted project based on a broad partnership network. The District has established five fundamental goals for this project: prevent formerly incarcerated persons from re-offending; enhance public safety; redeploy and leverage existing resources; engage in pro-social community activities, meet family responsibilities; and ensure program sustainability.

To effectively accomplish this mission and provide quality services to participants, the TEP has been structured into seven major components:

- Orientation
- Case management, Intake and Pre-Employment Assessment
- Supportive Services
- Job Readiness
- Subsidized Employment, Adult Education, Occupational Skills Training, On-the-Job Training, and Job Club
- Unsubsidized Employment
- Job Retention

TEP was developed as a major component of the innovative “Way-to-Work” legislative package designed to put hard-to-employ District residents back to work and to improve the economic health of “hot spot” neighborhoods. Modeled after the department’s award-winning Project Empowerment Program, designed to move TANF recipients and ex-offenders back into the workforce, TEP’s core element is subsidized, or “transitional” employment; time-limited, wage-paying jobs through which participants gain much needed work experience, marketable job skills, an interim source of income, and the opportunity to demonstrate to employers that they are dependable workers. In addition to the subsidized work experience component, TEP provides participants with intensive job readiness and life skills training, counseling, job coaching, vocational training, unsubsidized job placement assistance, and a broad array of supportive services. Other goals for the TEP in Program Years 2009 – 2010 are to build new partnerships with community-based service providers to implement sustainable job readiness program, and to expand co-located community based services to improve outreach in targeted areas of the city.

## **SERVICE DELIVERY STRATEGIES, SUPPORT FOR TRAINING**

**Question IX.G. Describe innovative service delivery strategies the state has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals. (§112(b)(17)(A).)**

The ARRA presents challenges and unprecedented opportunities to the nation's workforce development system. The purposes of the Act are clear: preserve and create jobs, promote economic recovery, and assist those most impacted by the recession. In the context of these broad goals, DOES has developed several innovative service-delivery strategies and several other exciting approaches are in the planning stage. In examining our current service-delivery strategies and working with our partners to develop new, more effective strategies, we have been guided by four overarching objectives:

As we move forward, DOES will increase services to workers in need by aggressively seeking competitive grant funding and leveraging resources through partnerships with other District and federal agencies, community-based organizations, foundations, and the private sector. Combining current WIA and Wagner-Peyser funding and new stimulus funding with resources leveraged from our partners will have a "multiplier effect" on our capacity to deliver effective workforce services to a wider spectrum and greater number of customers.

Service-delivery strategies will be developed that will support the full-range of One-Stop Career Center customers. In the near term, we will focus our efforts on increasing services to underserved population segments that have been disparately affected by the severe economic downturn. These groups include disconnected youth, dislocated workers, the long-term unemployed, and ex-offenders. We will establish strategies that will provide these groups with the skills needed to obtain employment in high-growth, high-wage industries and occupations, in particular new and emerging high-demand sectors such as "green jobs," as well as in existing high-demand areas such as healthcare, educational services, and information technology.

We also recognize that the underserved population groups often have needs well beyond the lack of job training that must be satisfied in order for them to successfully enter the labor market and achieve sustainable employment. Accordingly, we will issue a Request for Proposals (RFP) that will solicit providers of a wide-range of supportive services including basic academic skills remediation, English-as-a-Second Language instruction, life skills, transportation assistance, financial counseling, and other related services. We will also establish a needs-based payment regimen that will ensure that economically-disadvantaged customers have the basic resources they need to meet their everyday needs while engaged in job training.

In alliance with the DCWIC, the District will redouble efforts to ensure that the training providers that we contract with provide a high-value product. We will put a premium on workforce training that provides its customers with industry-recognized credentials and that prepares its customers for the next level of education and employment that supports career development and advancement as well as life-long learning. We will also work closely with the DCWIC and the District's Office of Contracting and Procurement to ensure a strategic deployment of youth, dislocated worker, and adult funding to meet our stated workforce development goals and objectives.

DOES will expand the range of programming it delivers that enables customers to learn through hands-on work experiences. We are expanding our pre-apprenticeship program through the Pre-Apprenticeship Construction Trades (PACT) program. PACT is a partnership between the Department, the University of the District of Columbia (UDC), and the Home Builders Institute (HBI) to provide pre-apprenticeship training in the construc-



tion trades. Additional information on this initiative is provided below. We will also be aggressively seeking private-sector partners to join us in providing on-the-job training in a wide range of high-demand occupations.

The department also provides targeted work experiences to hundreds of District residents each year through its Transitional Employment Program (TEP). This program is targeted toward assisting the District's most disadvantaged job seekers, in particular ex-offenders. Participants receive intensive up-front job readiness and life skills services before being placed in transitional, subsidized employment for up to six months. TEP staff provides counseling and supportive services during and enrollment and works to move the participants into sustainable, unsubsidized employment as expeditiously as possible. TEP is currently funded entirely with local resources, but we are investigating the use of WIA stimulus funds to enhance and improve the program.

DOES has established productive partnerships with the Office of the Deputy Mayor for Education, the State Education Agency, the D.C. Public Schools, and the University of the District of Columbia to coordinate service delivery and to ensure that our workforce development activities are closely aligned with the District's educational strategies. The "Jobs Now" training to be provided through three District High Schools which is detailed below is an example of this approach. We are also reaching out to private colleges and universities in the region to provide innovative programming. Discussions are underway to develop high-quality training opportunities in the healthcare arena, and we will host a "Healthcare Summit" in the near future to engage all possible stakeholders in this initiative.

Regular dialogue and collaboration are between workforce development and economic and community development activities are essential. DOES works closely with the Office of the Deputy Mayor for Planning and Economic Development to ensure that workforce development and economic development strategies are aligned. The department has played a significant role in such major economic development projects as the Walter Washington Convention Center and the Washington Nationals Baseball Park.

We are currently a partner in developing the "Center City Action Agenda" related to a multi-million dollar redevelopment effort in areas surrounding traditional downtown D.C. The Center City project will generate as many as 6,000 office-related jobs, 700 retail jobs, and 500 hospitality jobs. The department intends to use stimulus funding to establish multiple partnerships with employers to provide worker recruitment and retention services including job fairs, marketing materials, training services, allowances for OJT, and long-term follow-up services.

Outlined below are two departmental initiatives that employ innovative service-delivery approaches based on solid partnerships, coordination and alignment of workforce development and educational strategies, and a focus on serving disadvantaged, underserved customers.

- **Pre-Apprenticeship Construction Training (PACT)** - The Department of Employment Services' Office of Apprenticeship Information and Training (OAIT) will enter into an agreement with the University of the District of Columbia (UDC) and the Home Builders Institute (HBI) to provide pre-apprenticeship training in the construction trades. Initially, the Pre-Apprenticeship Construction Training (PACT) agreement will enable 100 disadvantaged District of Columbia residents to receive the hands-on training and remedial educational instruction they will need to meet the eligibility requirements of registered apprenticeship programs. There is a demonstrated need for skilled workers on the massive infrastructure bridge and highway work planned for the Washington, D.C. Metropolitan Area.

UDC and HBI will develop curricula for this initiative. OAIT staff will monitor the pre-apprenticeship training activities throughout the training period, including the transitioning and placement of completers into available apprenticeship programs. During the pre-apprenticeship training period, the OAIT staff will arrange for registered apprenticeship sponsors to visit the training sites to expose participants to the apprenticeable trade areas and to provide information about the available apprenticeship opportunities, including application procedures.

- “Jobs Now” Training at District High Schools - Pursuant to the mandates of the “Get D.C. Residents Training for Jobs Now Emergency Act of 2008” enacted by the District of Columbia City Council in December 2008, The Department of Employment Services has entered into a Memorandum of Understanding with the District’s Office of the Deputy Mayor for Education to establish three new adult career technical training programs to be launched at Cardozo, Roosevelt, and Phelps High Schools. These new training programs will offer career training in high-growth sectors that will lead to industry-recognized certification in the following trades: electrical, plumbing, HVAC, hospitality, culinary arts, and green technology. Participants will undergo intensive training and work alongside industry professionals, enabling them to gain the skills and experience necessary to obtain entry-level positions.

DOES’ initial commitment for this program totaled \$1.25 million with additional funding provided by the University of the District of Columbia and the Office of the Deputy Mayor for Education. Curricula is being developed jointly by a construction trade organization, the Carlos Rosario International Public Charter School, and the Washington Hotel Association’s Hospitality Foundation. At present, it is anticipated that the program will serve 200-300 adults through 2010. The target start date for the program is late 2009/early 2010.

## **ECONOMIC AND LABOR MARKET CONTEXT**

### **Question IV in Program Year 2009 Stand-Alone Planning Guidance: Provide a detailed analysis of the state’s economy, the labor pool, and the labor market context. (§112(b)(4).)**

The Washington, D.C. metropolitan area economy is characterized by a predominance of occupations that set it apart from most others in the country. Our primary industry is people and the services they provide, as opposed to states where agriculture or the manufacturing and processing of goods support large segments of the population.

The greater Washington area is the third-largest regional economy in the United States, with a gross regional product of \$454 billion in 2008<sup>6</sup>. While the federal government is the main employer in District, thriving private sector industries include information technology, bioscience, international business, professional services, and tourism. The federal government provides fuel for all of these industries. In the 1990s, the high-tech industry in particular benefited from government spending, and technology businesses sprouted up in northern Virginia along the Dulles corridor.

The past two years have brought dramatic changes in economic conditions across the U.S. and the District of Columbia (District), and equally significant shifts in priorities and momentum for states attempting to implement short- and long-term fiscal and workforce planning. The current national recession that officially began in December 2007 resulted in steep drops in District employment, larger reductions in the number of employed

<sup>6</sup>Greater Washington Regional Report, 2009

working age adults (16 and older), and rapidly rising unemployment and underemployment problems<sup>7</sup>.

At the time of publication of its Strategic Two-Year plan in June 2007, the District could report a comparatively buoyant economy supported by commercial development, strong regional growth, and the stabilizing presence of the federal government, both as a resource and employer. While these factors continue to offer a degree of insulation from the worst effects of the national recession, the downturn has taken a toll on the District's economy by eroding several of its mainstay industries, namely: tourism, hospitality, business services, and construction.

The current economic downturn has impacted the District's job market and the labor market unevenly. While the nation has experienced massive job losses due to the recession, the District's job market appeared resilient as total non-farm employment continued to grow. However, resiliency in the job market was not absolute: the District's unemployment rate was above the national unemployment rate and stayed in lock-step with the national rate as the recession deepened. Similarly, unemployment insurance claims and continued claims closely followed the national trend as the number of layoffs increased. The job market counts the number of payroll jobs at the place of work, and multiple job holders are counted multiple times; the labor market considers resident civilian labor force, regardless of the place of work, to determine employment and unemployment numbers. For the District, the labor market may be a better gauge of the impact of the recession.

Within the District, communities are divided into eight "wards" that are largely distinct from each other in terms of employment rates and other demographics. Ward unemployment rates reflect the economic disparity in levels of educational attainment.

Unemployment insurance (UI) claims also represent an important indicator of economic health. A profile of initial UI claims filed against establishments in the District shows that from the 4th quarter of 2007 to the 1st quarter of 2009, total initial claims more than doubled.

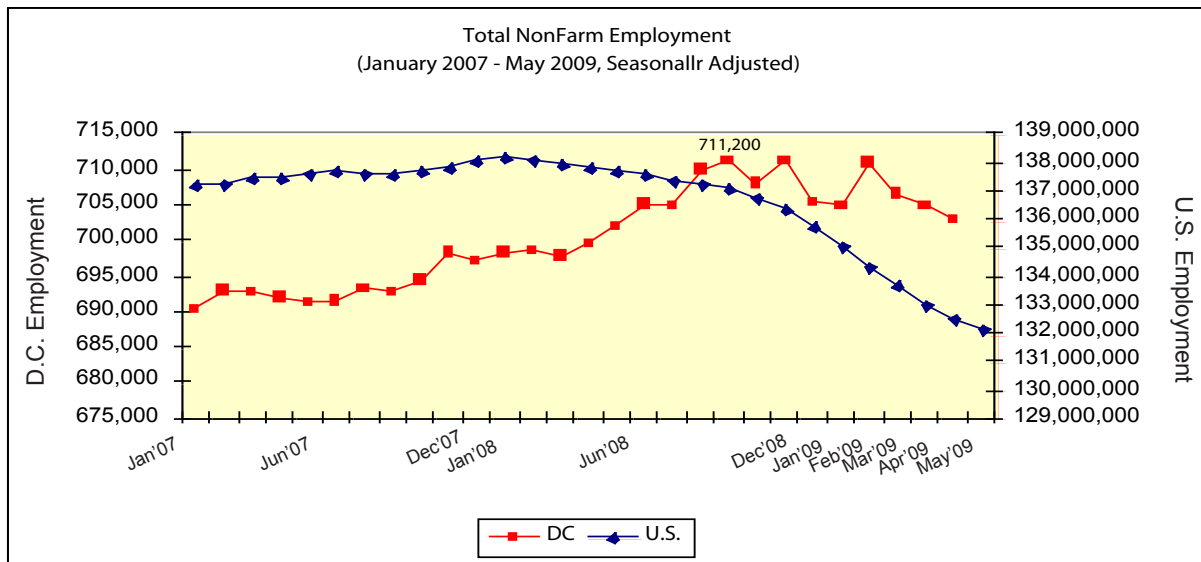
The stimulus program under the ARRA seeks to transform the national economy and reduce energy dependency through a "green economy" and the generation of a range of green jobs. A large portion of the \$787 billion in ARRA funding [\$40 billion] is geared toward creating green jobs. For example, the act calls for retrofitting all federal buildings to meet modern efficiency standards and provides financial assistance and funds for job training. Locally, the Council of the District of Columbia (City Council) enacted legislation to create a more environment friendly city and expand green job opportunities. Enough jobs already exist in these occupations that a modest 10 percent increase could potentially add thousands of jobs to the area. The 2006-2016 DC MSA Industry and Occupational Projections estimates a base total of 152,072 regional jobs available for retrofitting buildings, mass transit, and solar power. Thus, the stimulus program provides a great opportunity not only to revive a manufacturing sector in the District through green production methods, but also to create whole, new industries.

**Job Market Analysis.** Since the start of the recession in December 2007, the nation has experienced steep job losses as economic conditions worsened. Meanwhile, the District's economy was sustained by non-farm job growth in four main sectors: education and health services, federal government, other services (excluding public administration), and leisure and hospitality. Chart 1 below illustrates that from January 2008 through May 2009, cumulative job losses in the nation exceeded 6 million, averaging 353,000 job losses a month. By contrast, from January 2008 through April 2009 the District's seasonally adjusted non-farm payroll employment showed a slight increase in employment.

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<sup>7</sup> U.S. Department of Labor, Bureau of Labor Statistics, The Employment Situation, January 2009, February 2009 and March 2009, Washington, D.C., 2009.

Chart 1



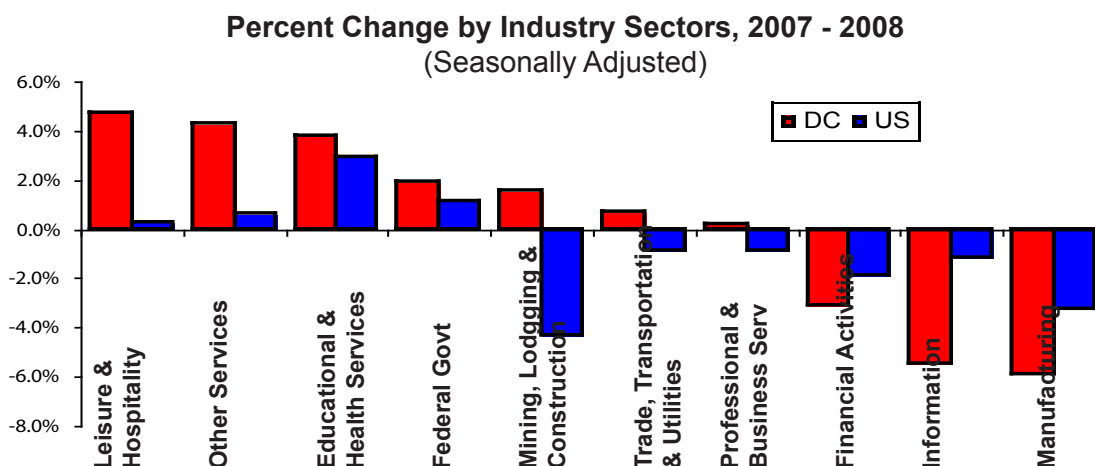
Source: Bureau of Labor Statistics, Current Employment Statistics (CES)

**Industry Sector Analysis.** Table 1 and Chart 2 below show the not seasonally adjusted non-farm employment by industry sector in 2007 and 2008 for the District and the nation. As has been widely noted, the recession has been particularly brutal to the manufacturing, construction, financial, and information sectors on the national front. As noted in Table 1, the Washington region's mining, logging, and construction (-4.4%), manufacturing (-3.2%), financial activities (-1.9%), and information (-1.2%) sectors experienced the greatest declines in percent terms in 2007 and 2008. The District fared better, particularly in educational and health services (+3,700 jobs or 3.8%), federal government (+3,600 jobs or 1.9%), other services (+2,700 jobs or 4.3%), and leisure and hospitality (+2,600 jobs or 4.7%) in 2007 and 2008. Information (-1,200 jobs), financial activities (-900 jobs), and manufacturing (-100 jobs) were the only sectors to lose jobs in 2007-2008.

Table 1

NonFarm Employment by Industry Sector, Annual Averages (2007- 2008)					
(Not Seasonally Adjusted)					
	District of Columbia		Percent Change		
Industry	2007	2008	Change	DC	US
Total Non-Farm	693,800	704,800	11,000	1.6%	-0.4%
Total Private	462,800	470,200	7,400	1.6%	-0.7%
Mining, Logging & Construction	12,700	12,900	200	1.6%	-4.4%
Manufacturing	1,700	1,600	-100	-5.9%	-3.2%
Trade, Transportation & Utilities	27,700	27,900	200	0.7%	-0.9%
Information	21,900	20,700	-1,200	-5.5%	-1.2%
Financial Activities	29,200	28,300	-900	-3.1%	-1.9%
Professional & Business Services	152,800	153,100	300	0.2%	-0.9%
Educational & Health Services	98,500	102,200	3,700	3.8%	2.9%
Leisure & Hospitality	55,500	58,100	2,600	4.7%	0.2%
Other Services	62,800	65,500	2,700	4.3%	0.6%
Government	231,000	234,600	3,600	1.6%	1.3%
Federal Government	190,800	193,400	3,600	1.9%	1.1%
Source: Bureau of Labor Statistics, Current Employment Statistics (CES)					

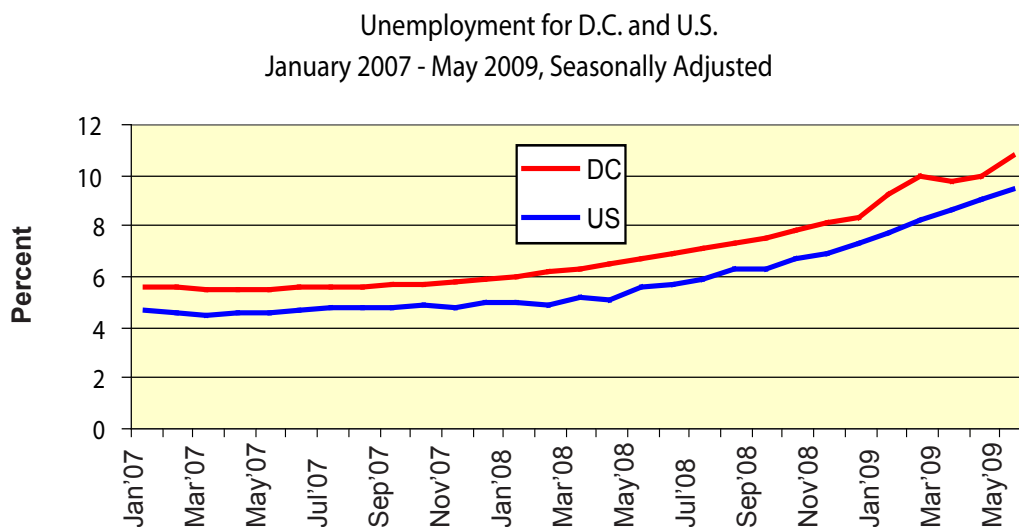
Chart 2



Source: Bureau of Labor Statistics, Current Employment Statistics (CES)

**Labor Market Analysis.** Chart 3 below illustrates the severity of the recession on the labor front. Nationally, the seasonal unemployment rate rose from 4.5% in May 2007 to 9.4% in May 2009, while the District's unemployment rate rose from 5.4% in May 2007 to 10.7% in May 2009. The chart shows that the District's unemployment rate has closely followed the national trend, but stayed above the national rate.

Chart 3



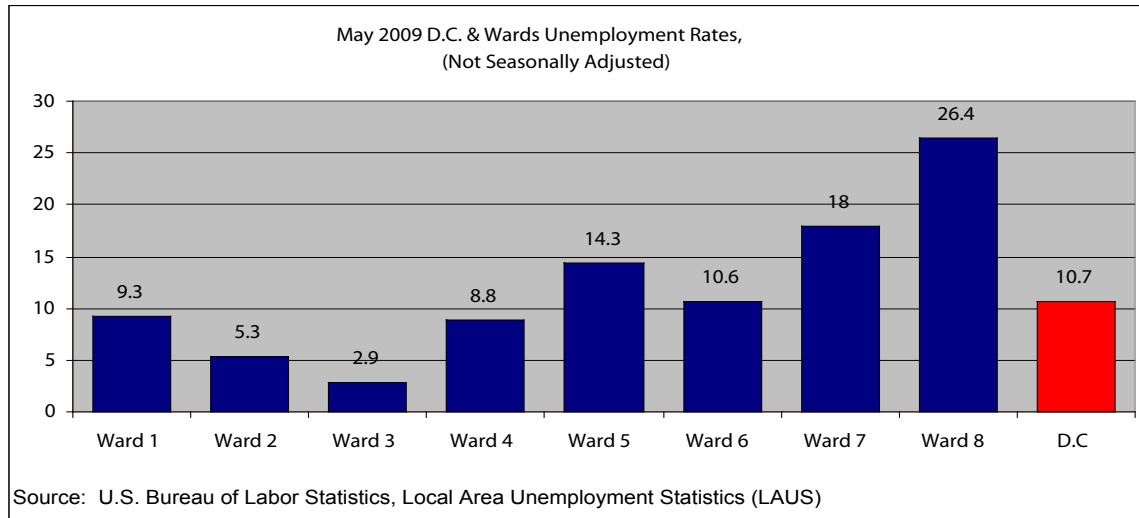
Source: Bureau of Labor Statistics, Local Area Unemployment Statistics (LAUS)

**Resident Labor Force.** The not seasonally adjusted unemployment rate for May 2009 was 10.7 percent; up 1.5 percent from the rate in April 2009 and 4.3 percent higher than the rate in May 2008. Over the month, the District's civilian labor force increased by 3,800 to 326,900. A total of 291,800 residents were employed and 35,100 were unemployed in May 2009. A 1,400 decrease in the number of employed residents along with a 5,300 increase in the number of unemployed residents resulted in a 1.5 percent increase in the not seasonally adjusted unemployment rate.



As indicated in Chart 4 below, Ward unemployment rates in the District reflect the economic and educational disparities across the city. The combined unemployment rate for Wards 5, 7, and 8 in May 2009 was 19.3%, well above the District's seasonally unadjusted rate of 10.7%; while the combined unemployment rate for Wards 1, 2, 3, 4, and 6 in May 2009 was 7.1%, below the District's rate and the national seasonally unadjusted May 2009 rate of 9.1%. This suggests that the District can significantly reduce its overall unemployment rate by reducing unemployment rates in Wards 5, 7, and 8.

**Chart 4**



Source: Bureau of Labor Statistics, Local Area Unemployment Statistics (LAUS)

**Layoffs and Unemployment Insurance Claims Analysis.** Tables 2 and 3 below show layoff events involving 20 or more workers by establishments in the District in 2007, 2008, and the first quarters of 2008 and 2009. The tables show that layoff events increased by 11 between 2007 and 2008 and increased by 13 between the first quarters of 2008 and 2009. At the same time, initial claims from layoff events involving 20 or more workers shot up by 101% from 1,582 in 2007 to 3,183 in 2008, and by 244% from 349 in 2008Q1 to 1,201 in 2009Q2.

**Table 2**

District of Columbia Layoff Events and Initial Claims								
Major Industry	Layoff Events*				Initial Claims			
	2007	2008	2008Q1	2009Q1	2007	2008	2008Q1	2009Q1
Total	27	38	7	20	1,581	3,183	349	1,201
Total, Private	26	34	7	5	1,445	2,437	349	379
Government	1	2	0	4	136	682	0	439
Ownership Not Identified	0	2	0	11	0	64	0	383

\*Layoff events involving 20 or more employees  
**Source:** U.S. Bureau of Labor Statistics, Mass Layoff Statistics (MLS)

Table 3

District of Columbia Layoff Events and Initial Claims				
	Layoff Events*		Initial Claims	
	Change From		Change From	
Major Industry	2007-2008	2008Q1-2009Q1	2007-2008	2008Q1-2009Q1
Total	11	13	1,602	852
Total, Private	8	-2	992	30
Government	1	4	546	439
Unidentified	2	11	64	383
*Layoff events involving 20 or more employees Source: U.S. Bureau of Labor Statistics, Mass Layoff Statistics (MLS)				

### **2006 – 2016 Projected Growth by Industry Sector**

The following summary data depicts the District's 2006-2016 industry and occupational employment projections. These projections are part of the regular cycle of state and regional projections sponsored by the U.S. Department of Labor. The projections were developed using the American Labor Market Information System (ALMIS) software and follow ALMIS consortium established methods and procedures. The table below shows the 2006-2016 industry projections for the District:

Industry	2006	2016	Growth	Growth Rate %
Total Employment, All Jobs	758,418	822,949	64,531	0.85%
Professional, Scientific & Technical Services	104,082	122,594	18,512	1.78%
Educational Services	52,321	62,169	9,848	1.88%
Adm. Support & Waste Mgt Services	47,281	55,685	8,404	1.78%
Other Services (Except Government)	64,123	72,477	8,354	1.30%
Accommodation and Food Services	48,148	53,859	5,711	1.19%
Health Care and Social Assistance	54,175	58,649	4,474	0.83%
Total Federal Government Employment	193,017	195,531	2,514	0.13%
Arts, Entertainment, and Recreation	5,906	7,472	1,566	2.65%
Finance and Insurance	19,395	20,578	1,183	0.61%
Retail Trade	17,902	18,585	683	0.38%
State Government, Excl Educ & Hospitals	21,338	21,999	661	0.31%
Transportation and Warehousing	6,687	7,343	656	0.98%
Construction	12,574	13,042	468	0.37%
Information	22,268	22,675	407	0.18%
Wholesale Trade	4,662	4,977	315	0.68%
Management of Companies & Enterprises	1,358	1,561	203	1.49%
Utilities	2,415	2,299	-116	-0.48%
Manufacturing	1,755	1,569	-186	-1.06%
Total Self-Employed & UFW Primary Job	67,744	67,530	-214	-0.03%

The District's employment forecast projects an increase of 64,531 jobs for the decade, or .85% job growth per year. The service sector will be the fastest growing and most significant for District employment. Currently, more than 90% of private sector District employment is service-based, and this sector is projected to increase by more than 5% over the next decade. Within the service sector, professional and business services will create over 27,119 jobs or an increase of more than 1.78% over the period. Federal government employment is projected to increase by more than 2,500 jobs (0.13% annually), but the federal government's share of District jobs will decline slightly by 1.7 percentage points from 25.5% to 23.8% over the decade. Education and health care will continue to be an important segment of the District's economy. In educational services, elementary and secondary schools expected to create over 6,000 new jobs or a 3.3% increase annually, and colleges and universities are projected to add over 1,000 jobs or an 0.62% increase annually. In health care services, ambulatory health care services is projected to gain over 4,000 jobs or an 0.83% increase annually, however, hospitals are projected to lose over 2,000 jobs or -0.81% annually. Other Services (except public administration) a primarily non-profit sector where religious, civic, professional, and similar organizations comprise the largest share of employers, is expected to grow by 1.3%, adding more than 8,000 new jobs.

Finally, leisure and hospitality are projected to grow by more than 7,000 jobs or a 1.35% increase annually. Within the leisure and hospitality sector, arts and entertainment will add 5,700 jobs or a 1.19% annual increase, and accommodation and food services are expected to create 1,500 jobs for a 2.65% increase. A modest increase is also expected in the information area. However, information, which includes newspaper publishing, is in decline nationally and in the District. The new jobs projected for this sector represent a reallocation into software and Internet publishing from newspaper and print publishing.

The District is a hub for office occupations and current projections call for that trend to continue. More than 76% of the top 40 high-demand occupations are in three occupational groups: managerial, business, and financial occupations; professional and related occupations; and office and administrative support occupations. Annually, almost 23,000 openings are available due to business expansion and the replacement of current workers. The following chart shows the 40 top high-growth occupations which are forecasted to make up 71% of total job growth over the 2006-2016 period.

#### **2006 – 2016 District Projected Growth by Occupation**

<b>Occupational Title</b>	<b>2006</b>	<b>2016</b>	<b>Growth</b>	<b>Growth Rate %</b>
<b>Management, Business &amp; Financial Occupations</b>				
Business Operations Specialists, All Other	29,064	32,596	3,532	1.22%
Accountants & Auditors	12,878	14,044	1,166	0.91%
Management Analysts	17,267	18,327	1,060	0.61%
General & Operations Managers	25,030	25,890	860	0.34%
Financial Analysts	2,855	3,533	678	2.37%
Human Res, Training, & Labor Rels Specs, All Other	4,485	4,975	490	1.09%
Computer & Information Systems Managers	3,439	3,794	355	1.03%
<b>Professional &amp; related occupations</b>				
Lawyers	50,425	52,821	2,396	0.48%
Computer Software Engineers, Applications	4,111	6,212	2,101	5.11%
Public Relations Specialists	12,600	14,384	1,784	1.42%
Paralegals & Legal Assistants	7,571	9,174	1,603	2.12%

Elementary School Teachers, Except Special Ed	4,254	5,822	1,568	3.69%
Computer Systems Analysts	4,202	5,591	1,389	3.31%
Network & Computer Systems Administrators	4,459	5,803	1,344	3.01%
Network Systems & Data Communications Analysts	1,912	3,132	1,220	6.38%
Writers & Authors	10,659	11,572	913	0.86%
Social & Human Service Assistants	2,628	3,465	837	3.18%
Teacher Assistants	3,234	4,020	786	2.43%
Registered Nurses	8,787	9,560	773	0.88%
Computer Software Engineers, Systems Software	2,448	3,208	760	3.10%
Middle School Teachers, Exc Special & Voc Educ	1,582	2,156	574	3.63%
Market Research Analysts	4,317	4,863	546	1.26%
Computer Support Specialists	4,374	4,912	538	1.23%
Database Administrators	1,786	2,311	525	2.94%
Secondary School Teachers, Exc Special & Voc Educ	1,731	2,240	509	2.94%
<b>Service Occupations</b>				
Security Guards	11,434	13,256	1,822	1.59%
Janitors & Cleaners, Exc Maids & Hsekpng Cleaners	17,889	19,694	1,805	1.01%
Maids & Housekeeping Cleaners	7,667	8,928	1,261	1.64%
Combined Food Prep & Serv Workers, Incl Fast Food	5,745	6,900	1,155	2.01%
Child Care Workers	4,027	5,124	1,097	2.72%
Waiters & Waitresses	9,286	10,255	969	1.04%
Food Preparation Workers	4,907	5,672	765	1.56%
Cooks, Restaurant	3,641	4,096	455	1.25%
Personal & Home Care Aides	1,266	1,708	442	3.49%
<b>Sales &amp; Related Occupations</b>				
Retail Salespersons	7,015	7,716	701	1.00%
Sales Representatives, Services, All Other	1,562	1,989	427	2.73%
<b>Office &amp; Administrative Support Occupations</b>				
Office Clerks, General	14,314	16,058	1,744	1.22%
Customer Service Representatives	6,301	7,696	1,395	2.21%
Executive Secretaries & Administrative Assistants	11,623	12,943	1,320	1.14%
Legal Secretaries	7,882	8,867	985	1.25%
Receptionists & Information Clerks	5,539	6,247	708	1.28%
Bookkeeping, Accounting, & Auditing Clerks	6,048	6,712	664	1.10%

At least 31 of the top 40 growth occupations require education and training beyond high school. The analytical and technical nature of many government duties translates into a much higher proportion of professional, management, business, and financial occupations than in other industries. Many of these jobs are out of the reach of residents who do not have the requisite knowledge, skills, and abilities.

The District's job mix reflects that more than 53% of its employment is in the first five skill categories—those that require at least a four-year degree, and often an advanced or professional degree. Nationally, only 20 to 22% of jobs require college degrees.

<b>Projected Openings and Wages by Education Level, 2006 - 2016</b>						
<b>Education/Training Requirement</b>	<b>2006</b>	<b>2016</b>	<b>New Jobs</b>	<b>Openings</b>	<b>% Openings</b>	<b>Avg Wage</b>
First professional degree	57,886	60,496	2,662	13,567	5.9%	\$111,167
Doctoral degree	4,151	4,324	181	1,119	0.5%	\$71,442
Master's degree	27,626	29,108	1,498	8,680	3.8%	\$71,744
Bachelor's+ work exper	78,864	83,119	4,412	21,457	9.4%	\$92,860
Bachelor's degree	177,308	202,763	25,815	56,242	24.5%	\$70,585
Associate degree	47,230	51,849	4,675	14,470	6.3%	\$53,123
Postsec vocational award	22,751	24,535	2,052	6,158	2.7%	\$44,713
Work experience in a related occup	63,982	68,845	4,912	16,804	7.3%	\$64,572
Long-term on-the-job training	40,129	41,859	2,159	11,413	5.0%	\$52,810
Moderate-term on-the-job training	70,265	74,649	5,875	17,947	7.8%	\$40,316
Short-term on-the-job training	168,226	181,402	17,205	61,576	26.8%	\$29,979

Despite the relatively high percentage of jobs requiring college degree training, of the total new jobs expected to be created in the next decade, 48% will require work experience, 42% will require at least a bachelor's degree, and 10% will require an associate degree or post-secondary vocational certificate. The District is primarily a knowledge-based economy and earnings reflect the level of educational achievement. In the District, the average annual wage of occupations requiring a bachelor's degree and above is \$83,000; those requiring associate and post-secondary education is \$48,900; and those requiring work experience only is \$46,900.

<b>OCCUPATION</b>	<b>Average Annual Openings**</b>	<b>Mean Hourly Wage***</b>	<b>Mean Annual Wage***</b>	<b>Most Significant Source of Training</b>
Waiters & Waitresses	602	\$10.92	\$22,700	Short-term on-the-job tr
Janitors, Maids, Exec. Housekeep., Cleaners	524	\$11.74	\$24,430	Short-term on-the-job tr
Office Clerks, General	437	\$15.69	\$32,630	Short-term on-the-job tr
Security Guards	414	\$14.23	\$29,600	Short-term on-the-job tr
Cashiers	322	\$10.56	\$21,970	Short-term on-the-job tr
Executive Secretaries & Administrative Asst.	317	\$22.96	\$47,760	Work experience
Customer Service Representatives	316	\$17.36	\$36,110	Mod-Term on-the-job
traRetail Salespersons	286	\$12.64	\$26,290	Short-term on-the-job tr
Maids & Housekeeping Cleaners	270	\$13.25	\$27,560	Short-term on-the-job tr
Food Preparation Workers	247	\$10.66	\$22,160	Short-term on-the-job tr



## **Demand Occupations**

(Non-Degree/Post-Secondary Training Required)

From 2006-2016, there is expected to be a total of 22,944 job openings in the District. The occupations that will be consistently in demand over the decade are:

### **Top 40 High Demand Occupations**

<b>OCCUPATIONS</b>	<b>ANNUAL OPENINGS</b>
<b>Management, Business &amp; Financial Occupations</b>	<b>4,299</b>
General and Operations Managers	690
Business Operations Specialists, All Other	664
Management Analysts	401
Accountants and Auditors	344
Managers, All Other	325
Administrative Services Managers	183
Human Resources, Training, and Labor Relations Specialists, All O	146
<b>Professional and Related Occupations</b>	<b>8,568</b>
Lawyers	1,196
Writers and Authors	282
Computer Specialists, All Other	274
Public Relations Specialists	273
Computer Software Engineers, Applications	270
Paralegals and Legal Assistants	260
Computer Systems Analysts	250
Elementary School Teachers, Except Special Education	250
Network and Computer Systems Administrators	236
Registered Nurses	222
Computer Support Specialists	189
Economists	169
Network Systems and Data Communications Analysts	161
Editors	140
Teacher Assistants	132
<b>Service Occupations</b>	<b>4,533</b>
Waiters and Waitresses	602
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	524
Security Guards	414
Maids and Housekeeping Cleaners	270
Food Preparation Workers	247
Child Care Workers	226
Combined Food Preparation and Serving Workers, Including Fast Food	225
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	153
Cooks, Restaurant	145
Dining Room and Cafeteria Attendants and Bartender Helpers	136
<b>Sales and Related Occupations</b>	<b>1,257</b>
Cashiers	322
Retail Salespersons	286
<b>Office and Administrative Support Occupations</b>	<b>3,000</b>
Office Clerks, General	437

Executive Secretaries and Administrative Assistants	317
Customer Service Representatives	316
Secretaries, Except Legal, Medical, and Executive	235
Legal Secretaries	225
Receptionists and Information Clerks	207

Of the ten top high-demand occupations, five (lawyers, general & operation managers, business operation specialists, management analysts, and accountants & auditors) require extensive formal education and training and the other five (waiters and waitresses, janitor and cleaners, cashiers, security guards and office clerks) are occupations in which demand is primarily a function of extremely high turnover.

With regard to major occupational groups, the largest share of annual openings will be in office and administrative support occupations (3,000), the business and financial operations occupations (2,247), and management occupations (2,052). Currently, the top ten projected major occupational groups are:

<b>Major Occupational Group</b>	<b>2006</b>	<b>2016</b>	<b>Annual Openings</b>
Office and Administrative Support Occupations	113,544	117,010	3,000
Business and Financial Operations Occupations	89,682	97,820	2,247
Management Occupations	76,736	80,279	2,052
Food Preparation and Serving Related Occupations	40,950	46,102	2,015
Computer and Mathematical Occupations	39,439	47,484	1,724
Legal Occupations	61,253	65,415	1,531
Education, Training, and Library Occupations	35,732	42,553	1,396
Arts, Design, Entertainment, Sports, and Media Occupations	48,159	51,917	1,371
Sales and Related Occupations	36,249	38,584	1,257
Protective Service Occupations	26,476	29,907	962
Building and Grounds Cleaning and Maintenance Occupations	30,697	34,146	909
Life, Physical, and Social Science Occupations	30,070	31,574	888

The occupations expected to be in high demand will primarily be those that are related to the federal government (office and administrative support, management, and business operations) or those low-wage/low-skill service industries (food preparation and serving, building and grounds cleaning, and protective service) in which the increased demand is largely the result of extremely high turnover rather than job growth.

The implication of this industrial/occupational composition is that those who are not qualified for professional occupations are, to a great extent, limited to either low-wage/low-skill occupations which experience high turnover or to the rather small universe of occupations available outside the major occupational clusters.

Jobs most crucial to the District's economy will continue to be those in managerial, business and financial occupations, professional and related occupations, and office and administrative support occupations. These occupational groups make up 73% of employment in the District. A closer analysis of the fastest growing occupations indicates that information technology will be an important part of the economy. Computer-related occupations are expected to grow at more than 2% over the decade. Health care and social assistance occupations are expected to supply over 4,500 new jobs. It is anticipated that the District will experience an increased demand for

registered and licensed nurses, medical and clinical lab technicians, and dental hygienists. College and university employment is expected to produce 1,800 new jobs, and the accommodation and food service industry is expected to add over 5,700 jobs.

The occupations that can be identified as available, critical, and projected are a mix of those that are either high-demand and/or projected to increase at a significant rate. In the District, those occupations are management analysts, lawyers, general and operations managers, computer system analysts, computer support specialists, computer software engineers, paralegals, and janitors and cleaners.

### **Employment Status of the District of Columbia Civilian Population** (Not Seasonally adjusted)

	<b>2007</b>	<b>2008</b>	<b>Change From 2007-2008</b>
Civilian Labor Force	327,218	332,703	5,485
Total Employed	309,690	309,528	-162
Total Unemployed	18,418	23,175	4,757
Unemployment Rate	5.6	7.0	1.4

The percentage of “entry-level workers” ages 15-24 is higher in the District than in any other area reviewed. The percentage of the prime age working population is high in the District and the Washington D.C. MSA compared to most areas and the national average. The District has a smaller percentage of population age 0-14 than other areas reviewed, and the D.C. MSA has a much smaller rate of population age 55 and over than the national average.

### **Labor Force Participation Rates by Demographic Groups**

Labor force participation rates (LFPRs) measure the number of citizens employed or looking for employment as a percent of the civilian non-institutional population of 16 years and older. LFPR data help to identify the degree of attachment to the labor force for segments of the population and may provide an indication of the potential existence of discouraged workers, or workers that have dropped out of the labor force. As indicated in figure 3, figure 4, and table 7, males (72%) have higher participation rates overall than females (65%); Hispanic males had the highest participation rates (88%); African American females had the lowest participation rates (56%); and African Americans had a high unemployment rate (9.4%) and lower LFPR (58%). In 2007, 52% of the District’s civilian labor force were women, 52% were White, 43% were African Americans, and 10% were Latinos. White males accounted for the largest percent of persons in the labor force at 28%.

The racial and ethnic composition of the District’s labor force and unemployment rate is as follows:

### **Employment Status of the Civilian Non-Institutional Population By Sex, Age, Race and Hispanic Origin, 2007 Annual Averages (in 000’s)**

<b>Race &amp; Sex</b>	<b>Civilian Population</b>	<b>Civilian Labor Force Participation</b>		<b>Employment</b>	<b>Unemployment</b>	
		<b>Rate</b>	<b>Number</b>		<b>Number</b>	<b>Rate</b>
Total Pop 16+	467	68.1	318	300	18	5.5

Men	213	72	154	146	8	5
Women	254	64.7	164	154	10	6
White	199	79.5	158	155	3	2.2
Men	99	83.2	82	80	2	2.1
Women	100	75.7	76	74	2	2.2
Black or African Americans	245	58	142	129	13	9.4
Men	105	60.7	64	58	6	9.1
Women	140	56.1	79	71	8	9.7
Hispanic or Latino Ethnicity	37	80	30	29	1	4.3
Men	21	88	18	18	1	3.7
Women	17	70.1	12	11	1	5.1

Source: U.S. Census Bureau, Current Population Survey

### Geographic/Income/Unemployment Data

**April 2009**

<u>Ward</u>	<u>Median Income</u>	<u>Average Income</u>	<u>Unemployment Rate</u>
1	\$42,429	\$60,636	8.0%
2	\$55,708	\$91,942	4.6%
3	\$89,675	\$134,506	2.5%
4	\$57,892	\$76,906	7.6%
5	\$39,892	\$52,206	12.4%
6	\$48,651	\$66,580	9.1%
7	\$33,680	\$45,407	15.7%
8	\$26,145	\$38,754	23.3%

As the ward data suggest, unemployment in the District is heavily concentrated in specific census tracts.

### Workforce Data

The District's population has grown by approximately 2.8 percent since 2000 to an estimated 588,292, according to the U.S. Census Bureau (table 1). This represents an increase of over 16,000 residents. Males accounted for 54 percent of this population growth. The working age population (16 years and older) grew at a rate of 4.12 percent during the period while the number of persons under 16 years of age decreased by 2.98 percent as a result of a 1.21 percent drop in this age group in 2007. In 2007, the working age population rose by 0.84 percent; the median age of the population was 35.0, unchanged from 2006 and up 1.09 years from 2000. Nationally, the median age of the population is 36.7, down 1.1 years from 2006 and up 0.1 year from 2000.

However, it is projected that by 2010 the District's population will have increased to 627,000 residents; and, in the next twenty years, the population will increase by 120,000 residents. In addition, approximately 98,000 residents (17%) are immigrants or the children of immigrants. Finally, it is estimated that there are approximately 25,000-50,000 illegal immigrants in the District who fill primarily low-wage jobs. The ethnic/gender composition, age distribution, and income statistics of the District's population are as follows:

## District of Columbia Population by Age and Sex

Sex and Age	Population Estimates			Change From		Percent Change From 2006
	1-Jul-07	1-Jul-06	1-Apr-00	2006	2000	
<b>Both Sexes</b>	588,292	585,459	572,059	2833	16233	0.48
Under 16 years	100,397	101,628	103,484	-1231	-3087	-1.21
16 years and over	487,895	483,831	468,575	4064	19320	0.84
Median age (years)	35	35	34.6	0	0	0
<b>Male</b>	278,107	276,620	269,366	1487	8741	0.54
Under 16 years	51,301	51,757	52,171	-456	-870	-0.88
16 years and over	226,806	224,863	217,195	1943	9611	0.86
Median age (years)	34	34	33.7	0	0	-0.13
<b>Female</b>	310,185	308,839	302,693	1346	7492	0.44
Under 16 years	49,096	49,871	51,313	-775	-2217	-1.55
16 years and over	261,089	258,968	251,380	2121	9709	0.82
Median age (years)	35.9	35.9	35.6	0	0	-0.08

The 2007 U.S. Census Bureau's population estimates for the District shows the District has a much larger proportion of population distributed among the younger working age population than in the nation as a whole. This is particularly evident in the 20 – 34 age groups which together account for 27.3 percent of the District's population compared to 20.4 percent nationally. By contrast, the District's proportion of the population in the 50 – 64 age group is 16.9 percent compared to 17.8 percent nationally.

## 2007 Population Distribution by Age

Age Group	DC	US
.Under 5 years	36,215	20,724,125
.5 to 9 years	28,558	19,849,628
.10 to 14 years	29,207	20,314,309
.15 to 19 years	40,355	21,473,690
.20 to 24 years	53,093	21,032,396
.25 to 29 years	58,874	21,057,706
.30 to 34 years	48,847	19,533,220
.35 to 39 years	44,360	21,176,460
.40 to 44 years	40,846	21,984,829
.45 to 49 years	39,080	22,861,373
.50 to 54 years	37,355	21,013,387
.55 to 59 years	34,529	18,236,259
.60 to 64 years	27,232	14,475,817
.65 to 69 years	20,353	10,752,441
.70 to 74 years	15,498	8,599,708
.75 to 79 years	12,704	7,324,882
.80 to 84 years	10,510	5,698,629
.85 years and over	10,676	5,512,298
Totals	588,292	301,621,157



The District has a smaller percentage of population age 0-14 than other areas reviewed, and the D.C. MSA has a much smaller rate of population age 55 and over (21%) than the nation. The median age in the District is 35. Older workers (55-64) are leaving the workforce at a greater rate than younger workers (15-24) are entering, but people in their 20's make up the District's largest group in the labor pool. Therefore, technically, the city does not have a labor supply problem.

African Americans were the largest racial group with 318,468 persons (or 54.1%), followed by Whites with 191,463 persons (or 32.5%), Hispanics or Latinos with 49,016 persons (or 8.3%), Asians with 19,388 persons (or 3.2%), and other races with 9,957 persons (or 1.7%). The African American population in the District has steadily declined over the years. From 2000 to 2007, the African American population has decreased by 7% (23,996 persons) from 342,464 persons to 318,468 persons. At the same time, the Asian population increased by 26% (3,989 persons); the White population increased by 19% (30,203 persons); the Latino population increased by 7% (4,063 persons); and other races increased by 25% (1,977 persons). In 2007, the African American population declined by 3,454 persons, while Whites increased by 7,208 persons; Latinos increased by 1,242 persons; Asians increased by 918 persons; and all other races increased by 848 persons.

#### District of Columbia Population by Race and Ethnicity, 2000-2007

Race*	Population**		2000	Change 2006-2007
	2007	2006		
Total All Races	588,292	581,530	572,059	6,762
White	191,463	184,255	161,260	7,208
Black or African American	318,468	321,922	342,464	-3,454
Hispanic or Latino	49,016	47,774	44,953	1,242
Asian	19,388	18,470	15,402	918
Other Races	9,957	9,109	7,980	848

\*Other Races include American Indian and Alaska Native, Native Hawaiian and Pacific Islander, and two or more races

\*\*The 2000 population is census data and the 2001-2006 are population estimates.

**Source:** U.S. Census Bureau, American Community Survey

#### Income

According to the U.S. Census Bureau, in 2007 the District had a per capita personal income of \$40,379 which was 87% higher than the national average of \$21,587 (table 3). The 2007 PCPI for the District reflected an increase of 9% from 2006 while the national PCPI decreased by 15%. In 2007, the median household income was \$54,317 (\$41,994 for U.S.), and the median family income was \$66,672 (\$61,335 for U.S.). About 13.0% of families and 16.4% of the population were below the poverty line.

#### 2007 Income and Percent of Population Below Poverty Level

Area	Median Household Income	Median Family Income	Per Capita Personal Income	Families Below Poverty Level	Individuals Below Poverty Level
D.C.	\$54,317	\$66,672	\$40,379	13.00%	16.40%
U.S.	\$41,994	\$61,335	\$21,587	9.20%	12.40%

\* In 2007 Inflation Adjusted Dollars

**Source:** U.S. Census Bureau, 2007 American Community Survey

## **Household Income Distribution**

The distribution of the District's income by household distribution is as follows:

More than 100,000	21.5%
\$75,000-99,999	9.9%
\$50,000-74,999	16.3%
\$35,000-49,999	13.4%
\$25,000-34,999	10.5%
\$15,000-24,999	9.6%

## **Education**

Although the District has a slightly lower high school graduation rate (85.7%) than the national rate (84.5%), it remains one of the most highly educated cities in the nation with 45.2% of adults holding a bachelors degree or higher. The District also has a higher percentage (47.5%) of individuals with a college education than the nation as a whole (24.5%). The breakdown of District resident education levels is as follows:

### **Educational Attainment of the Population 25 Years and Over**

<b>Area</b>	<b>Percent High School Graduates</b>			<b>Percent College Graduates</b>	
	<b>2007</b>	<b>2006</b>	<b>2000</b>	<b>2007</b>	<b>2006</b>
District of Columbia	85.70%	84.30%	77.80%	47.50%	45.90%
National	84.50%	84.10%	80.40%	24.50%	27.00%

**Source:** U.S. Census Bureau, American Community Survey

Graduate/Professional Degree	25.2%
Bachelor's Degree	20.0%
Associate Degree	3.3%
High School Degree	21.0%

However, while 81% of white adults in Washington hold a bachelors degree, only 17% of African-Americans do. The educational levels of District residents also differed significantly by Ward.

<b>Ward</b>	<b>High School</b>	<b>College</b>
1	68%	39%
2	87%	64%
3	96%	79%
4	78%	33%
5	72%	21%
6	79%	44%
7	71%	13%
8	66%	8%

**Dislocated Workers** Laid off workers without transferable skills may easily become dislocated and may need to retool their skills to become marketable. Since the District is primarily a service-based labor market (98% of all industries, including the government, are service producing), it is anticipated that there will be few dislocated workers due to mass layoffs events or plant closures. Nevertheless, out-of-state laid-off workers, stay-at-home persons, low-skilled workers, and ex-offenders lacking required basic job skills can all become chronically dislocated in a knowledge-based economy such as the District's.

**High-Demand Occupations in the Current Economic Downturn.** High demand occupations are those that employers expect to have difficulty filling. LMI determines high-demand occupations through short- and long-term industry and occupational projections. The projections incorporate the Bureau of Labor statistics, Occupational Employment Statistics (OES) state-specific occupational patterns to determine growing, stable, and declining occupations. High-demand occupations will be occupations in growing industries and with the most openings. Since the District is primarily a service producing economy, high-demand occupations are found prominently in industries like professional and business services and educational and health services. Unless the District's economy becomes more diversified, there should be no change in the composition of high-demand occupations. The ARRA offers an opportunity for diversification of the District's economy.

During normal times, when the economy is expected to grow at a steady pace, we would focus on growth industries and high-demand occupations to determine current supply and projected openings. However, ARRA with its emphasis on weatherization, smart meter installation, and other green occupations, offers the District a great opportunity to diversify its industry base while at the same time reinvigorating growth in some of the declining industries, especially in manufacturing. Currently, the District is primarily a service-producing economy, where the service sector, including the government, represents 98% of total payroll employment. Goods-producing, including construction and manufacturing, is a mere 2% of total payroll employment in the District. The manufacturing sector in the District has been rapidly declining over the years. For example, in 1990 manufacturing had employment of 7,300 and accounted for 1.06% of total non-farm employment in the District. In 2008, the sector had employment of 1,600 and accounted for a mere 0.23% of total non-farm employment.

**Labor Market Indicators for Green Jobs** - Sustainable construction and "green" jobs are receiving much more attention and commitment to action than in any previous period. The Washington Metropolitan area can expect to be a major beneficiary of this trend.

In the context of the current economic climate, green jobs appear headed for rapid expansion and diversification. Table 5 below illustrates occupations, employment, and projects associated with work necessary to do "green" projects in the metro area. The green jobs listed in the table are those commonly, but not exclusively, associated with green initiatives. Green initiatives are typically projects designed to reduce the use of energy, cut pollution emissions, and adopt renewable sources of energy.

Today, there is no official "green industry," like the automobile or construction industry. A few local businesses install solar panels or wind turbines exclusively. More often, firms have added green services as a small (but growing) item on their menu of services. Building contractors may do retrofitting as part of energy saving construction or remodeling work. Automobile companies work to build hybrid or fuel efficient cars as one of several products.

Not all green projects are appropriate for the District or the Washington Metropolitan area. Activities like designing and building fuel efficient cars, installing wind farms, and producing biomass fuels require space and facilities not readily available in the area. Land prices are high enough to discourage wind farms. However,

the ARRA calls for retrofitting all federal buildings to meet modern efficiency standards and provides financial assistance and funds for job training, expanding and upgrading mass transit, and expanding solar power. These are three specialized projects suitable for this and other metropolitan areas.

The jobs referenced above do not include research and development that already takes place through the Environmental Protection Agency or other public and private research organizations. These would include science and engineering jobs such as chemical engineers, biomedical engineers, environmental engineers, conservation scientists, environmental scientists, and a few others.

**Table 5**

**Washington MSA Job Opportunities in the Green Economy\***

<b>Occupations</b>	<b>Emp 2006</b>	<b>Green Projects</b>
Green Projects, Total	152,072	
<b>Management occupations</b>	<b>13,862</b>	
11-9021 Construction managers	13,862	Retrofitting bldgs, Solar Power
<b>Professional and Related Occupations</b>	<b>14,034</b>	
17-2051 Civil Engineers	8,079	Mass transit
17-2071 Electrical Engineers	5,955	Solar Power
<b>Office and Administrative Support Occupations</b>	<b>3,190</b>	
43-5032 Dispatchers	3,190	Mass transit
<b>Construction and Extraction Occupations</b>	<b>59,065</b>	
47-2031 Carpenters	27,615	Retrofitting buildings
47-2073 Construction Equipment Operators	6,910	Retrofitting bldgs, Solar Power
47-2111 Electricians	14,141	Retrofitting bldgs, Solar Power, Mass transit
47-2130 Insulator workers	1,292	Retrofitting buildings
47-2181 Roofers	2,718	Retrofitting buildings
47-3012 Carpenters helpers	2,736	Retrofitting buildings
47-4011 Bldg inspectors	3,653	Retrofitting buildings
47-4061 Rail track layers	0	Mass transit
<b>Installation, Maintenance, and Repair Occupations</b>	<b>12,505</b>	
49-9021 Heating/air conditioning installers	7,393	Retrofitting buildings
49-9041 Industrial machinery mechanics	1,251	Solar Power
49-9098 Installation helpers	3,861	Solar Power
<b>Production Occupations</b>	<b>6,770</b>	
51-2022 Electrical Equipment assemblers	1,700	Solar Power
51-2031 Engine and Other Machine Assemblers	81	Mass transit
51-2041 Metal fabricators	789	Solar Power, Mass transit
51-4121 Welders	1,903	Solar Power, Mass transit
51-9198 Helpers Production Workers	2,297	Mass transit
<b>Transportation and Material Moving Occupations</b>	<b>42,646</b>	
53-1031 First line transportation supervisors	3,786	Mass transit
53-3031 Bus drivers	5,040	Mass transit
53-7051 Industrial Truck and Tractor Operators	5,129	Retrofitting buildings
53-7062 Laborers	28,691	Solar Power

*\*2006-2016 D.C. MSA Industry and Occupational Projections*

## SECTION II. SERVICE DELIVERY

### **STATE GOVERNANCE**

**Question III.A.2. Describe how the agencies involved in the workforce investment system interrelate on workforce, economic development, and education issues and the respective lines of authority. (§112(b)(8)(A).)**

In accordance with Mayor's Order 99-85, dated June 2, 1999, "the District of Columbia Workforce Investment Council is a public-private partnership group empowered to advise the Mayor and District Government on the development, implementation and continuous improvement of an integrated and effective workforce investment system; the enhancement of accountability and performance measure systems; the encouragement of private sector participation; and the engendering of public input and support."

The DCWIC replaced the D.C. Private Industry Council (DCPIC). Organizations serving on the DCWIC include six Cabinet level positions representing Employment Services, Human Services, Housing and Community Development, University of the District of Columbia, D.C. Public Schools, and the D.C. Housing Authority; private sector members who represent local employers; educators; labor organizations; community organizations; and local elected officials. In addition, the DCWIC includes members from an array of local workforce and economic development organizations.

In accordance with sections 111 and 117 of the Workforce Investment Act (WIA), the DCWIC chairperson is appointed from the private sector. On January 12, 2009, Mayor Fenty appointed Mr. Bill Dean, President, M.C. Dean, Inc. as the new Chairperson of the District's Workforce Investment Council. Mr. Dean replaces Ms. Barbara Lang, who resigned effective December 1, 2008. Mr. Dean had been a member of the DCWIC for approximately two years prior to his appointment. Mr. Dean is also an active member of the District's Apprenticeship Council and is a sponsor of one of the largest registered apprenticeship programs within the region. M.C. Dean, Inc. is one of the nation's premier engineering and integration providers for complex electrical, electronic and telecommunication systems.

Mayor Fenty reauthorized the DCWIC through Mayor's Order 2007-88, dated April 7, 2007, which was modified recently to return managerial oversight and grant authority to the Department of Employment Services (DOES). This minor modification in the Mayor's Order will foster much greater collaboration and coordination between the DCWIC and DOES.

One of the pivotal steps in interagency cooperation on workforce related issues was the establishment of a cross-agency task force, led by DOES, to create guidelines for ARRA job creation and training. ARRA funds will first be used to train District residents for jobs created by ARRA projects under other District agencies, including the Department of the Environment (DDOE), Department of Transportation (DDOT), and others. These jobs include weatherization, smart meter installation, and advanced green building work. In addition, ARRA funds will be used for training residents for jobs in the growing sectors of this economy including health care and green jobs.

Further, DOES will use ARRA funds to execute a Memorandum of Understanding with the Deputy Mayor for Education (DME) to train adult residents in hospitality, culinary, and the construction trades, which are strong sectors of the District economy. Finally, a Mayor's Order has been drafted to require District agencies and District employers receiving ARRA funds to post their jobs on DCNetworks.



## **COLLABORATIONS**

**Question III.C.1. Describe the steps the state will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A) of WIA, at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing state-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)**

The DCWIC, which is the state and local board, will continue to work cooperatively with DOES to develop workforce policies, appropriate memoranda of understanding, and joint workforce activities. As previously mentioned, the DCWIC and the agency will jointly sponsor the upcoming District Green Jobs Initiative and Healthcare Summit. There are no existing state-level barriers to prohibit coordination between the D.C. Workforce Investment Council and Department of Employment Services. All of the USDOL programs identified above are under the responsibility and jurisdiction of the Department of Employment Services.

The agency works collaboratively with a variety of public and community partners to deliver community-based training and education and career counseling in in-demand industries. These activities include providing on-site services at One-Stop Career Centers through a series of contractual agreements and MOUs. These agreements outline the data sharing, case management, reporting, and record keeping requirements which are aligned with the implementation of common measures. These agreements include:

- **District's State Education Office/University of the District of Columbia (UDC/SEA).** The DCWIC entered in an MOU with UDC/SEA to establish a worker readiness program in "new communities" in the District. The program is available through three community-based service providers and offers adult educational and vocational training to prepare adults for work. UDC provides each full service One-Stop Career Center with several literary coaches who provide basic adult education services and GED preparation at no cost. This unique partnership seamlessly integrates education with workforce preparation services addressing the specific needs of the District's emerging workforce.
- **Department of Human Services - Rehabilitation Services (RSA).** Rehabilitation Services Administration works in tandem with DOES to improve the One-Stop system's ability to serve job seekers with disabilities and enhance the principals of universal access. Representatives from RSA are located at each full service center and also utilize the services of the University of Maryland's Community Rehabilitation Providers Regional Continuing Education Program (CRP RCEP),
- **Court Services and Offender Supervision Agency For the District of Columbia (CSOSA).** CSOSA facilitates offender services through the One-Stop Career Center system both remotely through the DCNetworks system (DCNetworks) and through the District's two full-service and five satellite One-Stop Career Centers. CSOSA offenders have access to a seamless, integrated, and comprehensive variety of services including: career development and training, human resource management, labor market information, unemployment insurance, and other supportive services.
- **Office on Aging.** The D.C. Office on Aging provides job search and placement assistance, occupational skills classroom training, on-the-job training (OJT), and follow-up services for older workers age 55 and above.
- **U.S. Veterans Affairs Center (USVAC).** Co-located partners provide customers with a true One-Stop experience with integrated and intensive service delivery. This approach to situate the local Veteran

Employment program (LVER) within USVAC has proven beneficial to the veteran population at large by offering convenient access to jobs, training, and wrap-around service information.

- **Office of Planning and Economic Development (OPED).** An interagency partnership was established between DOES and the Office of Planning and Economic Development to establish a framework for an effective workforce investment and development response to the anticipated dislocations. In this partnership, the OPED provides technical leadership, project management, and procurement services.
- **DOES/CVS Pharmacy.** A trend-setting partnership between DOES and CVS Pharmacy provides pharmacy and photo lab technician apprenticeship training at no cost to the WIA system. This concept and attendant apprenticeship program has been recognized by USDOL and was awarded the 2004 National Business Partnership award for outstanding business services.
- **Catholic Community Services.** As a partner of the One-Stop system, Catholic Community Services plays a critical role in preparing customers who fall below the literacy levels necessary to succeed in the District's workforce. Catholic Community Services currently provides adult education services and GED preparation to customers of the Franklin Street and Naylor Road full-service One-Stop Career Centers.

## **REEMPLOYMENT SERVICES AND WAGNER-PEYSER ACT SERVICES**

**Question IX.C.4.b. Describe the reemployment services the state provides to Unemployment Insurance claimants and the worker profiling services provided to claimants identified as most likely to exhaust their Unemployment Insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act. (§112(b)(17)(A)(iv).)**

As the District faces a mounting economic crisis, massive weekly job layoffs, and rising national and local unemployment rates, the workforce system must provide reemployment services that contribute to a strong recovery by helping the unemployed return to sustainable work as quickly as possible. To this end, the agency would create an Emergency Reemployment Response Team to be comprised of the following:

- Job Bank – this unit has compiled job vacancies by industry from information entered in the DCNet works database from November 1, 2008, to February 1, 2009.
- Business Services Group - can provide additional “hot jobs” and employment opportunities from their employer accounts.
- Unemployment Insurance – can provide to One-Stop centers qualified UI claimants to match with available job vacancies. When unemployment claims are made, claimants will be provided information about emergency reemployment assistance and encouraged to seek these services.
- One-Stop Operations – can use an “all hands on deck” model to attract new UI claimants, old claimants, and provide the various job seeker services including training and education opportunities.
- Customer Services and Public Affairs Office – to launch Emergency Reemployment Response awareness campaign to reach to the newly unemployed and potential employers.
- Labor Market Information – can provide industry specific projections on immediate and future job growth prospects.
- Information Technology – will be essential to start-up, day-to-day operations, and records management of the emergency reemployment response effort.

District residents who have become unemployed due to layoffs and business closures will also have the opportunity to learn the basics of being an entrepreneur. Training participants will be recruited directly from the UI

rolls. The curricula will cover a range of essential topics from conception to closing the deal, including start-up capital, the business plan, marketing, staffing, and accounting.

### **THREE-TIERED SERVICE DELIVERY**

**Question IX.C.1.b. Describe how the State will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service (2) facilitated self-help service and (3) staff-assisted service, and is accessible and available to all customers at the local level. (§112(b)(17)(a)(i).)**

Employment services customers in the District are assured three-tiered service through the use of our automated employment services system, DCNetworks. The system offers self-service capabilities for both individuals seeking jobs or training and employers. It is accessible to anyone with an Internet connection, and there is no requirement to go through DOES, if the customer does not wish to. However, all self-service activity by either individuals or employers is recorded and included in the Federal Reports which are also generated by this software.

Individuals may search for jobs or training opportunities by performing either simple searches or advanced searches using multiple search criteria, including the ability to search specifically for stimulus-funded or “green” jobs. They are able to self-refer to jobs if the employer allows it. They can also research and review labor market information on specific occupations or industries, or on specific employers. They can create and format a resume online, email it to employers on their own, and create introductory or follow up letters for employers.

Employers are able to post job vacancies directly into DCNetworks, conduct their own candidate searches, get access to an online candidate ranking system, mark specific resumes for future viewing, and record the results of interviews. They also have access to the same labor market information as individuals do, including average wage information for specific occupations which enables them to determine a job’s “going rate” in the D.C. metro area. Staff assistance is available to employers who wish DOES to post job orders. All services are provided free of charge. Services are recorded and tracked and can be analyzed to determine areas in need of attention.

### **ADULT AND DISLOCATED WORKER SERVICES**

**Question IX.C.1.a. Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).**

**Core Services** for adults, dislocated workers, and target populations have been expanded through the means of strategic partnerships, formalized agreements, and understandings. Many adult participants are recruited and provided services in conjunction with the services provided by state partners and other agencies. This wrap-around approach has been specifically developed for adults who are recipients of public assistance and/or low income and that are often affected by the barriers associated with this status.

All customers who are seeking employment will be assigned to a staff member for Wagner-Peyser/Core Services (WP). The focus of the WP team is to discern the need for intensive services while providing customers who are unable to obtain full-time unsubsidized employment through core services and are in need of additional services to obtain and retain employment that allows for self-sufficiency. It is often the case that, although many of these adult customers possess the “hard skills” to do the job, they lack the “soft skills” needed for successful employment. Therefore, Core Services addresses this issue specifically. This approach will develop a skilled

labor pool that aligned with the needs of the employers, participate in recruitment events, and become a part of partnerships with small business in the community who will act an incubator that fosters positive employment experiences.

All customers who are assigned to a staff member attend a Group Intake session following Orientation. These services are the conduit for Core Services which are an intricate part of the Group Intake session whereby all customers will benefit.

**Adult and Dislocated Workers:** The majority of ARRA funds will be used for occupational training and supportive services for eligible participants. The District will coordinate with local training providers to develop and implement short-term and longer term training programs in targeted occupations which support industries such as health care, renewable energy/green collar jobs, biotechnology, digital media/software development, and information technology.

- Training will be in areas for which jobs currently exist or are highly likely to become available when the economy improves.
- We will develop programs that focus on skills and certifications needed by employers in critical areas, and offer quality training that can be completed in a condensed period of time at a reasonable cost.
- Financial assistance for tuition, books, and fees will be made available for eligible individuals who are identified as in-need of and suitable for training. Assistance with transportation, child care, work-related clothing, and emergency assistance will also be available to eligible individuals participating in training based on need.
- As planning proceeds, we will be posting a list of targeted occupations for which funding will be made available as well as information on available programs, training providers, and enrollment.
- A portion of the stimulus funds will be used to support capacity and infrastructure needs at our One-Stop Career Centers (i.e. additional staff, equipment, etc.). The majority of funds will be directed to ensuring customer access to programs and services at local One-Stop Career Centers.

The District is taking steps to advise both service providers and recipients of the opportunities available to them as a result ARRA. DOES has developed and is issuing solicitations for providers for the delivery of classroom-size training opportunities to address specific/special needs of customers with multiple barriers to employment. More specifically, providers are being solicited for “soft skills” and basic skills training to prepare customers for re-employment and occupational skills training.

Area colleges and universities are being contacted and advised of the area labor market high-demand occupations, growth industries, and new green job possibilities for our customers in an effort to develop programs that prepare job seekers for entry jobs in these areas.

The agency is utilizing mass media methodologies as well as CBO’s to inform the citizenry of the opportunities available to them through our One-Stop system, with information pertaining to how these services can be accessed. In addition, the District continuously strives to streamline the process in order that customers can begin to receive services in the shortest amount of time possible. It should also be noted that supportive services including transportation allowances for job search activities and training stipends have been expanded to increase the likelihood of customer success in achieving self-sufficiency.

## **INTEGRATING RESOURCES**

**Question IX.C.1.c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs, to deliver core services. (§112(b)(17)(a)(i).)**

Our goal is a public workforce system that offers customers a true One-Stop experience with integrated and intensive service delivery. Integrated WIA, Unemployment Insurance, Wagner-Peyser, and veteran's services are offered through the District's DCNetworks system, at the District's full-service One-Stop Career Centers, and on a smaller scale through the District's satellite centers, mobile van, and affiliate centers. Examples of successfully integrated programs are the local partnerships between the U.S. Department of Veterans Affairs, CVS/pharmacy, Washington Post.com., and a number of partnerships with sister agencies and private sector training providers within the One-Stop Career Center network. In Program Years 2008 - 2009, the District operated two full-service One-Stop Career Centers and six satellite centers, including the country's only Veterans-only center and community-based facilities that offer co-located District government services.

These partnerships provide cost savings, flexibility, and increased satisfaction among job seekers and businesses. DOES and the DCWIC will take advantage of opportunities under Mayor Fenty's administration to establish new liaisons with economic development and educational entities, including participation on interagency task forces and community planning sessions.

Further integration of resources via existing partnerships, as well as through ARRA funding, allow for the provision of a seamless service delivery methodology with specialized contracted services designed to address the needs of customers with multiple barriers to employment. These integrated resources will provide employment and training services to dislocated workers through the One-Stop system. Retraining services may include occupational skills training and programs that combine workplace training as well as related instruction including registered apprenticeship and training programs operated by the private sector, skills upgrades, retraining, entrepreneurship education, job readiness (employment preparation), adult education; literacy, and customized training.

## **LEVERAGING FUNDS AND RESOURCES FOR WIA TRAINING**

**Question IX.C.3.a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources. (§112(b)(17)(a)(i).)**

At the time of publication of this modification, the District was in the process of streamlining the training provider certification and referral process to provide customers with a more expeditious avenue to selecting an appropriate instruction method and providers. In addition, the District has sought to expand its Preferred Training Providers list, thereby providing customers with more choices of training opportunities in Metropolitan Area High-Demand Occupations, including newly identified "green job" training.

Area colleges and universities have also been engaged in the effort to develop more high-demand occupational training and green job possibilities for residents.

Marketing strategies, including public announcements and employer and training provider roundtables, will be utilized to inform the public of the availability these new training resources.



## **UNIFORM SERVICE DELIVERY**

**Question IX.A.5. What models/templates/approaches does the state recommend and/or mandate for service delivery in the One-Stop Career Centers? For example, do all One-Stop Career Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Career Center? Are all One-Stop Career Centers required to have a resource center that is open to anyone? (§§112(b)(2) and 111(d)(2).)**

All full-service One-Stop Career Centers employ a uniform method of service delivery to customers. A customer visiting a full-service One-Stop Career Center is able to conduct job searches, complete resumes, send faxes, etc. with minimal or no staff assistance. Job search tools are provided in the One-Stop Career Centers so that customers are self-sufficient in their job seeking efforts at no cost to the customer.

Self-Directed / Core Services:

- Job Search and Placement Assistance
- Internet Access, printers, telephone, copy and fax machines
- Labor Market Information
- Information on Community Resources and Programs
- Self-Service Assessments (Interest Inventories, Skills Assessments, etc)
- Job Service Registration
- Unemployment Insurance Claim Filing

Core services at the One-Stop Career Centers are available to all adults and dislocated workers.

If a customer requires more intensive one-on-one assistance by One-Stop staff, they must register in the Workforce Investment Act (WIA) program. This is accomplished by attending a Group Orientation (registration is the process of collecting certain information i.e., copy of I.D., social security card etc). This process allows the staff to track the customers' progress in the DCNetworks system. At the conclusion of the Group Orientation, customers will be divided into two groups based on a questionnaire: Wagner Peyser (employment) or Workforce Investment (training).

All customers desiring training will be assigned to a staff member from the Workforce Investment Act (WIA) Team. The WIA team helps customers gain access to training and manage their career choices through universal access to information and career-oriented services. This is also a means of identifying training needs and assisting with securing training to eliminate skill deficiency, which may be a barrier to employment.

All customers seeking employment will be assigned to a staff member for the Wagner-Peyser (WP) Team. The WP team offer services to customers who are unable to obtain unsubsidized employment through core services and are in need of additional services to obtain and retain employment that allows for self-sufficiency. The WP team will develop and identify opportunities for WP customers through individual service, employer recruitment events, and building partnerships with small businesses in the community.

Intensive services available through the One-Stop system include, but are not limited to:

- o Comprehensive and specialized assessments of skill levels;
- o Individual employment plans;
- o Career counseling;
- o Employment referrals.

All customers assigned to a staff member must attend a Group Intake session following Orientation. In the Group Intake session, customers will be informed about:

**Wagner Peyser Team (WP)**

- o Equal Employment Opportunity (EEO) requirements.
- o Selective Service (male customers)
- o DCNetworks system
- o Revenue Bond program
- o Labor Market Information (Metro area)
- o “Hot Jobs”
- o Community Resource
- o Referred to mandatory Job Readiness Workshops
- o All customers will be receive an appointment for Initial Assessment

**Workforce Development Team (WIA)**

- o EEO requirements.
- o Selective Service (male customers)
- o Occupation Skills training
- o Requirements for eligibility
- o Expectation of the customer
- o Explain the CASAS assessment
- o How to research providers
- o Job Readiness Workshop
- o All customers will receive an appointment for Initial Assessment

The District will place increased emphasis (give precedence) to those customers identified on its Priority of Services Policy, which covers recipients of public assistance and other low-income adults as set forth in Section 101(25) of the Act, and Veterans.

Other key services available at One-Stop Career Centers:

For job seekers:

- Free-of-charge services including Job Readiness Workshops-Life Skills for Re-Entry Individuals, Computer 101, Identifying Skills, Resume Writing, KSA/Ranking Factors, Interviewing Techniques, and Job Retention;
- Resume builder (step-by-step process in DCNetworks) to assist job seekers with developing a professional and effective resume;
- E-mail access and instruction and phone support relating to the best job search practices.
- Customer privacy;
- Help securing employment suited to abilities and advancement opportunities.

For employers:

- Access to office space to conduct interviews and job fairs, free of charge;
- List job vacancies in DCNetworks - nearly 200,000 jobs listed;
- Fast and efficient vacancy posting;

- Consultations with One-Stop staff by phone;
- Pre-screen all job applicants for suitability, and
- Follow-up support after job placement.

## **STRATEGY FOR INTEGRATED YOUTH SERVICES**

### **Question IX.E.1. Describe the state's strategy for providing comprehensive, integrated services to eligible youth, including those most in need. (§112(b)(18).)**

The District workforce investment system is collaborating with public and private partners to institute innovative, community-based training and career development programs under WIA for adults and youth. We remain committed, as always, to finding effective ways to serve and uplift our youth, particularly through innovative educational programs and work and community-based training.

Today, the District is committed to the two-fold goal of eliminating barriers to inclusion and ensuring that young people are engaged, confident and well-equipped to meet job market demands. As our future workforce, youth are key to the District's economic health and competitiveness.

The federal commitment to supporting and elevating youth most in need is echoed through the stimulus program. Under the ARRA, the District received more than \$3.9 million for WIA youth activities. As previously noted, the District will use ARRA funds to implement a groundbreaking Reconnecting Disconnected Youth program and will expand our summer youth employment program. We also anticipate enrolling youth in various green job training projects, and being able to transfer this young, skilled workforce directly to new jobs created in the city's emerging green economy.

The DCWIC and its Youth Investment Council are the entities charged with ensuring the implementation and providing oversight as we embark on the transformation of the District's youth services delivery system. Much progress has already occurred through local Way-to-Work programs, including the SYEP, the Out-of-School and Year-Round programs, and the Mayor's Youth Leadership Institute. More will be accomplished by coordinating the delivery of services among the District's major youth stakeholders (D.C. Public Schools, Department of Employment Services, Youth Rehabilitation Services, Department of Human Services' Children Family Services Agency, Rehabilitation Services Administration, Mental Health, Metropolitan Police Department, and the University of the District of Columbia) to ensure that the services being delivered offer a variety of educational, interventional, developmental, and employment-related activities. These linkages will be formalized by interagency agreements that make departmental heads accountable for service outcomes.

Stakeholder service delivery will be regularly assessed to ensure that the systems are seamless as well as demand and outcome driven. In addition, the private sector will be invited to develop youth employment and training programs that are customized to address their needs. Partnerships and collaborations will not occur not only between public and private sectors, but also with community and faith-based organizations with proven track records in effectively providing employment and training solutions for at-risk youth.

In 2007 the department embarked on a partnership with the Department of Human Services' Children Family Services Agency (CFSA) to provide a network of community-based assistance for emancipated youth. This support included housing assistance, work readiness preparation, and parenting supports.

## **VETERANS' PRIORITY OF SERVICE**

**Question IX.C.5.b. What policies and strategies does the state have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288) (38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor?**

The District maintains an across-the-board policy of delivering expedited and efficient service to all, and ensuring that each customer is placed in the most appropriate training or employment position. The department's Priority of Services policy is triggered if funds are determined to be limited. At such time, priority will be provided to veterans, welfare recipients, working poor, the homeless, individuals with disabilities, and re-entering offenders. For veterans, the District follows requirements under the "The Jobs for Veterans Act."

In addition, the District follows all Special Grant Provisions, Veteran Program Letters, and USDOL/VETS directives, regarding LVER and DVOP roles and responsibilities as outlined in Public Law 107-288 and United States Code (USC) Title 38. LVER roles in the One-Stop system include providing quarterly reports to One-Stop Career Center managers, the Veterans' Program Coordinator, and the Associate Director for One-Stop Career Center Operations regarding compliance with federal law and regulations with respect to special services and priorities for Veterans and Eligible Persons. The information found in the veteran performance measures (VETS 200s and the 9002 reports) ensures that the District's local priority of services plans are implemented effectively and that the staff is successful in placing veterans in jobs. The Statewide Veteran Services Coordinator monitors all performance measures and reports and actively participates in the training of management and staff to ensure compliance with all policies and regulations.

## **Service to Targeted Populations**

**Question IX.C.4.a. Describe the state's strategies to ensure that the full range of employment and training programs and services delivered through the state's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities). (§112(b)(17)(A)(iv).)**

Workforce system evaluators have recognized the necessity of addressing barriers to inclusion — such as accessibility, childcare provision, working hours, transportation, and appropriate training. One-Stop Career Centers can play a role in this process by providing a neighborhood-based point of access to an array of educational and supportive resources.

DOES maintains a robust ex-offender re-entry program, the Transitional Employment Program (TEP). This program provides intensive employability development services to a select group of ex-offenders to help them to transition into sustainable unsubsidized employment and achieve financial self-sufficiency. The program maintains an active and important partnership with the District's Court Services and Offender Supervision Agency (CSOSA). TEP staff are housed at DOES with access to One-Stop services. This partnership has been able to reduce the rate of recidivism for program participants and has promoted self-sufficiency for serious and violent ex-offenders.

In another example of cooperative service delivery, DOES offers a Veterans' One-Stop Career Center in Northwest Washington, as well as a satellite center at the Walter Reed Army Medical Center. Both facilities became timely and important resources for veterans returning from tours in Iraq and Afghanistan. Services are provided through federally-funded initiatives including the Disabled Veterans' Outreach Program (DVOP), The Local Veterans' Employment Representative (LVER) Program, and the Transitional Assistance Program (TAP).

Another crosscutting coalition is the DCWIC's collaboration with the city's Rehabilitation Services Administration (RSA). This program enhances the One-Stop Career Center system's ability to serve job seekers with disabilities, in keeping with principles of universal access. Working with the University of Maryland's Community Rehabilitation Providers Regional Continuing Education Program (CRP RCEP), staff members receive a basic understanding of various disabilities, how those disabilities impact the customer and their job search, how to accommodate them at the One-Stop Career Centers, and what resources are available to assist disabled customers. In addition, accessibility enhancements have been installed at the centers. The enhancements included automatic doors, Braille printers, career development material, disabled-accessible communications equipment, and updated software.

Integrated access to a variety of services is also available to all customers through automated services. DCNetworks is the District's central repository for all data collection, case management, integrated service delivery, performance management, consumer reporting, information management, and reporting for all WIA and Wagner-Peyser programs, including Veterans. Other programs such as the Senior Community Service Employment Program, Project Empowerment/TEP, UI, and local programs are interfaced to DCNetworks. DCNetworks is a web-based system used by all District One-Stop Career Centers, customers, providers, employers, partners, managers, and staff.

The District will utilize Wagner-Peyser funding in conjunction with Disability Program Navigator resources in its role as an Employment Network (EN) provider to assure appropriate expertise and services available to special needs individuals. To enhance the agency's ability to meet this mandate, the Disability Program Initiative resources will be supplemented with ARRA funds to ensure universal access and quality customer care to disabled District residents.

Support includes stationing a Disability Program Navigator at each of the two full service centers. The Navigator will provide specific resources requested/needed by customers to ensure the customers individual physical, housing, transportation, training and employment goals are met to ensure self-sufficiency. A variety of employment-related technical assistance to area employers, with goals of increasing the number of District residents hired will also be available to promote employer involvement to assist with making it possible for the this population to achieve self-sufficiency.

Currently, the District is pursuing a greater collaboration with public and private partners to increase integration of employment-related services for job seekers with disabilities. Resources are also utilized to develop service delivery training for agency staff to more effectively assist our special needs customers.



## **SECTION III. OPERATIONS**

### **TRANSPARENCY AND PUBLIC COMMENT**

**Instruction from Section II of State Planning Guidance Plan Development Process: Include a description of the process the state used to make the Plan available to the public and the outcome of the state's review of the resulting public comments. (§§111(g) and 112(b)(9).)**

The draft Stand-alone Modification to the District's state plan was posted on the DOES Web site ([www.dcnetworks.gov](http://www.dcnetworks.gov)) on June 30, 2009 and was available for public comment for a two week period. All comments and suggestions received from the DCWIC and/or public comments will be consolidated and forwarded to the U.S. Department of Labor, Employment and Training Administration, Region 2.

### **UNIVERSAL ACCESS**

**Question VI.C. What state policies are in place to promote universal access and consistency of service statewide? (§112(b)(2).)**

DCNetworks is a major component of the District's commitment to providing universal access to workforce services throughout the One-Stop Career Center system. This automated system gives job seekers and employers control over their searches for positions and candidates from any location. Employers can post job openings, review resumes, find qualified employees, and learn about unemployment insurance, the job market, education and training offerings, and other services. Special initiatives will be implemented to ensure that employers understand the range of benefits of DCNetworks as an effective recruitment tool.

The vast majority of customers are served at the District's two, full service centers: Franklin Street One-Stop Career Center, and the Naylor Road One-Stop Career Center. To reach customers in underserved communities, DOES maintains six satellite facilities across the city. The One-Stop Mobile Career Center van also continues to carry out our commitment to consistency of service and access for all citizens.

The workforce system also is advancing services to the disabled. The Disability Program Navigator (DPN) provides onsite staff that function as Disability Resource Specialists in One-Stop Career Centers. Most centers are handicapped-accessible, while all centers offer communications equipment for the hearing and sight-impaired, including TTY, closed-captioning, and enhanced computer screens.

The One-Stop Career Center system offers translations in English and Spanish, and has several other interfaces for persons with disabilities. The department also has access to "Language Line" interpretation services, providing assistance with 140 languages, including signing for the hearing impaired.

### **LOCAL PLANNING PROCESS**

**Question VIII.D. Describe the state-mandated requirements for local areas' strategic planning, and the assistance the state provides to local areas to facilitate this process. ((§112(b)(2) and 20 CFR 661.350(a)(13).)**

Not applicable to the District.

## **PROCUREMENT PROCESS**

Question VIII.F.5. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)

The District's Office of Contracting and Procurement (OCP) Policy No. 5400.00 requires that all requests for quotes be conducted in a manner maximizing free and open competition to three (3) or more responsible sources. Therefore, OCP staff must obtain three written quotes from potential vendors – using a standard Request for Quotation form, found on the OCP intranet at <http://ocp.in.dc.gov/ocp/cwp/view.asp?a=1194&Q=485999&ocpNav=/30660/>, for that process and any supporting documentation.

All efforts must be made to review and request quotes based on a proper assessment showing a match in scope of work between the District's need and the actual service the bidder provides (i.e., office supplies from actual office suppliers). Awards shall be made in response to bids that are most advantageous to the District in terms of price, quality, and other factors considered. Every effort should be made to include all relevant information on potential vendors receiving quotes, including company name, contact information, and website with a brief summary of the good or service provided.

An agency shall give public notice of a solicitation in accordance with 303 and 304 of the D.C. Procurement Practices Act of 1985 (the "Act"), effective February 21, 1986 (D.C. Law 6-85, D.C. Code §§ 1-1183.3 and 1-1183.4), as amended by the Procurement Practices Bid Notice Period Amendment Act of 1998, effective April 20, 1999 (D.C. Law 12-243).

The Contracting Officer shall publish each proposed solicitation for proposed contracts with an estimated price over twenty-five thousand dollars (\$25,000) in accordance with §§ 303 and 304 of the Act.

The solicitation shall be advertised for at least thirty (30) days before the date set forth for the receipt of bids or proposals, unless the Chief Procurement Officer determines that it is appropriate to shorten the notice period. A shortened notice period may be used under appropriate circumstances. A determination by the Chief Procurement Officer to shorten the notice period for a solicitation may be made before or after a longer notice period is planned or established through advertisement of the solicitation; provided, however, that there is a minimum notice period of seven (7) days.

The advertisement for a solicitation shall appear at least once in a newspaper of general circulation and any trade publications considered appropriate by the Chief Procurement Officer as long as the appearance occurs in accordance with §§ 1300.3 or 1300.4. However, the contracting officer may place additional advertisements when it is in the best interests of the District.

In addition to notice pursuant to § 1300.2, the Chief Procurement Officer shall maintain an Internet site that provides for advertisement of solicitations. Contracting officers shall submit solicitation information for advertisement on the Internet for all solicitations with an estimated price over twenty-five thousand dollars (\$25,000).

OCP is the primary agency responsible for the procurement of goods and services and implements a full and open competitive bid process for grants and contracts over \$100,000. This policy directive applies to all DOES programs. Except for sole source contracts awarded pursuant to D.C. Official Code §2-303.05 (a), or for contracts awarded under small purchase procedures pursuant to D.C. Official Code § 2-303.21, OCP shall employ

full and open competition in every source selection process. For these purposes, full and open competition shall mean that all responsible bidders or offerors are permitted to submit a sealed competitive bid or sealed competitive proposal in connection with a solicitation.

Contract awards to an institution of higher education or other eligible training provider that conduct training for multiple individuals in high-demand occupations would be handled through the full and open competitive bid process or through our certified trainers for Individual Training Accounts (ITA). Both processes respect the customer's right to select the course and provider of choice while having the capacity to address the needs of multiple individuals.

## **TECHNICAL ASSISTANCE**

### **Question VIII.G.2. Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided. (§112(b)(14).)**

As a single state entity, the District of Columbia has no designated local areas. DOES and DCWIC staff participated in the ARRA-stimulus funds training conducted by the USDOL Regional Office. If additional training is required for new staff, we will submit a request to our USDOL Regional representative. The District continued to operate one of the largest Summer Youth Employment Programs (SYEP) in the nation with locally appropriated funds after the federal appropriation was terminated. Accordingly, staff training requirements are already being met under existing program protocols and no new or additional training needs have been created as a result of the availability of ARRA stimulus funding for SYEP activities.

## **MONITORING AND OVERSIGHT**

### **Question VIII.H. Describe the monitoring and oversight criteria and procedures the state utilizes to move the system toward the state's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)**

DOES' Office of Program Performance Monitoring (OPPM) conducts regular reviews of WIA training providers and other sub-recipients to ensure compliance with pertinent federal and local rules and regulations. Comprehensive onsite visits are required at least quarterly and may be conducted more often as determined by findings. Monitors are required to prepare monitoring reports that are reviewed by management for adequacy and/or required follow-up. Approved reports become a part of each sub-recipient's file.

Monitoring visits include an inspection of the training facility as well as review and evaluation of the administrative, financial, and property controls. The training facility is inspected to determine if it is safe, sanitary, adequate for the proposed training, properly insured, and accessible to disabled participants. Monitors ensure that adequate personnel policies and procedures are in place, as well as required documentation for individuals working on the contract. Required documents might include personnel actions, salary verifications, consulting agreements, time allocation information, and qualifications. Monitors look for vacancy announcements for any unfilled positions.

Monitors review original source documentation onsite relative to approved expenditures and verify that the sub-recipient is current on all tax filings and A-133 audit requirements as applicable. A review of the sub-recipient's

accounting system is performed to ascertain if adequate controls are in place, such as maintenance of a general ledger, evidence of monthly bank reconciliation, fraud and abuse preventive measures, and written financial policies and procedures.

Purchases of equipment with WIA funds include evidence of safeguarding property against theft and loss and written procedures regarding overall inventory control practices.

Any deficiencies found are discussed with the sub-recipient onsite at the end of the review. The necessary corrective actions along with due dates are confirmed. Arrangements for technical assistance are also made at this time. Follow-up is done to ensure implementation of corrective actions. Serious infractions are referred to the Office of Contracting and Procurement for appropriate action as well as those that cannot be resolved otherwise.

The OPPM also conducts reviews of schools and organizations that operate under a Blanket Purchase Agreement with DOES. These reviews are conducted at least annually, and then on an as needed basis. BPA monitoring reports are handled in the same manner as sub-recipient monitoring reports.

Monitors are responsible for conducting a review of an organization's training facility to evaluate its appropriateness for training. This inspection will encompass safety, size, cleanliness, insurance coverage, HVAC system function, access to persons with disabilities, and access to public transportation.

Specific information relative to licensing requirements, reporting requirements, staffing, equipment, supplies and materials, maintenance of participant files, and administrative procedures is examined. Monitors verify that customers enrolled in training are actually attending and receiving the training selected and that tuition and other costs are, in fact, as reported by the training provider. Customer interviews are conducted to determine satisfaction with the training provider and the quality of training provided, and to also determine if the participant's training is proceeding on schedule.

Any deficiencies found are discussed with the sub-recipient onsite at the end of the review. The necessary corrective actions along with due dates are confirmed. Arrangements for technical assistance are also made at this time. Follow-up is done to ensure implementation of corrective actions. Serious infractions are referred to the Workforce Investment Council for appropriate action.

Separate accounting codes are established in the District's financial systems (SOAR) that distinguishes all Recovery Acts funds from all other WIA grant funds. This allows the agency to track and monitor the earmarking requirements of these funds. The Agency Financial Officer reviews the budget and expenditure reports to make sure that the agency is meeting the requirements that govern the Recovery Acts funds when financial reports are prepared quarterly. Budget versus actual expenditures are reviewed to identify any material variances. All variances will be investigated, explained, and resolved on a timely fashion.

## **ACCOUNTABILITY AND PERFORMANCE**

**Question X.C.1. Describe the state's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. (§§112(b)(3) and 136(b)(3).)**

The District's position as a "city-state" results in a multi-layered workforce performance accountability system to ensure compliance with federal and local requirements. WIA performance is tracked primarily through DCNetworks, while data is collected and interpreted by a skilled "performance monitoring team." Separate divisions exist to monitor training providers, financial operations, and customer satisfaction measures not quantified under WIA performance goals.

In December 2006, the USDOL approved the District's request for a waiver to move from an evaluation based on performance measures to "common measures." This change was made to foster greater efficiency and consistency through a more streamlined method of reporting the core results of the workforce investment system.

Internal common measure reports are used to monitor staff follow-up on WIA cases. DOES has access to a daily copy of the database so that customized and ad hoc reports can be created at any time to meet federal, local or city requirements. DOES management uses these reports and others to develop a comprehensive reporting framework for all programs that are part of the agency's service delivery to its customers. The District's workforce investment system participates in WRIS and FEDES in an effort to ensure accuracy and validation of employment data in the system. The District continues to work to acclimate staff to the common measures, and to tailor DCNetworks to the new requirements. (See Attachment G: "WIA/WP Common Measures Performance Standards for 2009")

In addition to USDOL requirements, District agencies are subject to a meeting a variety of performance goals, as required by Congress, the Mayor or the Council of the District of Columbia (City Council).

DOES has a number of its own performance management tools that are used to review the programs and processes operating within its One-Stop delivery system. The findings and recommendations from these assessments help the agency determine what changes or technical assistance is needed to improve or expand DOES operations. Such assistance might consist of staff development activities, "train the trainer" workshops; information technology enhancements; agency restructuring and personnel realignments, and programmatic changes.



